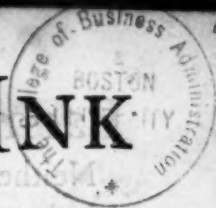


PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. CXLI, No. 11 NEW YORK, DECEMBER 15, 1927

10c a Copy

B. A. I. S. 1902 with N. W. Ayer & Son



We refocus a picture

For years, advertisers had esteemed THE AMERICAN BOY a kid's paper. Good only for merchandise meant for knee-pants-and-blousers.

To overcome this false impression, The Sprague Publishing Company, Detroit, asked us to help get the real story of THE AMERICAN BOY across to manufacturers and advertising agencies.

They showed us that 80% of THE AMERICAN BOY'S 500,000 readers were of high school age—men in everything but years. Consumers, annually, of several million dollars' worth of everything men wear or use—and in men's sizes. Youth, the arbiter of style. Referee in purchases made for the home. Court of last resort on what automobile, what breakfast food, what tooth paste—and how. We were told to tell the story our way.

We are informed that "our gang" of near-men, as described and depicted in trade publications and frequent broadsides, have opened many closed minds and erased many deep-rooted prejudices.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



Farming is not national

Neither should a farm paper be national

In the set-up of the country's agricultural educational system recognition is given to the fact that farming is not "national."

When the Federal Government started the Department of Agriculture, it acknowledged the importance of farming. The States also established their own Agricultural Departments and Experimental Stations.

Today the work of the Department at Washington is almost altogether general. It is unable to deal with the specific problems of the farmers of the individual states. These problems are peculiar to each locality and can be dealt with adequately only by the State Experimental Station, the Local Farm Bureau or the County Agent.

The Department at Washington is necessary as a national coordinating influence. But for practical bed-rock help the farmer must look to his state institutions.

So it is also with the farm paper. The "national" farm paper cannot deal with the specific rural problems of each community or with the peculiar needs of each separate farm industry.

But the Standard Farm Papers can be specific. They are edited in the sections where they circulate and to meet the exact requirements of the subscriber, whether he be a general farmer, a grain farmer, a cotton grower, a dairy farmer or a specialist in animal husbandry.

This is another fact about Standard Farm Papers that retailers like. The merchant's problems are always local. He wants help locally in solving them. He knows that so-called national advertising does not reach his best customers—the farmers. He knows that advertising in Standard Farm Papers does reach them and that it brings them in to buy.

These papers get the farmer's automobile to your dealer's door:

| | |
|-----------------------------|-------------------------|
| The Progressive Farmer | The Pacific Rural Press |
| The Farmer, St. Paul | The Prairie Farmer |
| The Wisconsin Agriculturist | Wallaces' Farmer |
| The Breeder's Gazette | Hoard's Dairyman |
| The American Agriculturist | The Nebraska Farmer |

THE STANDARD FARM PAPERS

WALLACE C. RICHARDSON, Gen'l Manager

Chicago

New York

Courtney D. Freeman, Western Mgr.
307 North Michigan Ave.

Willard R. Downing, Eastern Mgr.
250 Park Ave.

San Francisco, Kohl Bldg.

Standard Farm Papers have no news stand sales

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CXLI

NEW YORK, DECEMBER 15, 1927

No. 11

These Salesmen's Commissions Are Based on Collections

Mapleine Salesmen Now Realize That a Transaction Is Not Completed Until the Order Has Been Paid for and as a Result They Are Better Business Men

By Mandus E. Bridston

[EDITORIAL NOTE: Most sales managers believe that salesmen should in some way be held responsible for collections. Few of them, however, have the courage to penalize their men for delinquent accounts.

The Crescent Manufacturing Company has literally made its salesmen members of the credit department by paying commissions on collections instead of sales. This plan has increased the volume of business by cleaning up past due accounts and the salesmen now make more money for themselves as well as for the house.]

CAN the collection activities of a manufacturer be made to increase the volume of business?

Some salesmen, especially if they work on a commission basis, feel that it is somewhat of an imposition on the part of the house if they are asked to co-operate with the credit department in collecting delinquent accounts.

Such a state of affairs is most unfortunate, for the salesman who is also an active member of the credit department, and realizes that his deals are not consummated until the order has been paid for, is a better salesman. Such a salesman will increase his sales volume.

This fact has been proved by the Crescent Manufacturing Company, Seattle, Wash., as the result of a policy adopted two years ago.

This firm pays its thirty-five salesmen a commission on collections rather than on sales. It believes that the salesman's job is only half done when the name goes on the dotted line.

As a result the sales volume has

increased over and above normal expectations; salesmen are making more money for themselves and for the house; bad accounts have practically disappeared from the ledgers, and past due accounts collected that had almost been forgotten. So reports T. J. Mullane, credit manager of the firm, who shares honors with R. M. Nickelson, sales manager, in the origination of the plan.

The Crescent company has national and international distribution of Mapleine, its major product, and also manufactures and distributes coffee, baking powder, spices, etc. It has branch offices in many of the larger cities of the country, and also sells through jobbers and brokers.

"The plan of compensating our salesmen on the basis of collections rather than on sales was adopted as a result of a routine check-up of delinquent accounts about three years ago," reports Mr. Mullane. "I recall going through the ledger of District No. 13. I came across an old account of the house—a customer of long standing, but he owed the house too much. I had to admit that he was a good customer and a conscientious buyer, but his volume of purchases was too small for his natural outlet.

"I had no grounds to worry about not getting the money eventually, but the thought occurred to me that this grocer would buy more Crescent products if he

were not ashamed of the status of his account. There were many parallel cases in the same district—one of the best in our territory, and covered by a crack salesman.

"I took up this particular case with Mr. Nickelson, for it was obvious that this customer was not taking full advantage of our line. Seeking to remedy the situation, we made a complete survey of our 8,000 accounts to determine the relation between purchases and delinquency. The tabulation showed that most delinquents had fallen off on their orders. Remember, this survey of delinquents was made with an eye toward increasing our sales volume, rather than stimulating collections. This point of view proved of the utmost importance in presenting the matter to our salesmen. In fact, during the two weeks that the subject was debated among the officers of the company as to its feasibility, it was decided that this angle of approach was our only hope of getting co-operation from our men.

"Obviously the salesman who had grown old in the business of selling on a commission basis would regard the proposed innovation as a revolutionary measure entirely foreign to his ingrained habits of thought. He might also regard himself as a goat of the credit department, who would be carrying the credit burden as well as the burden of sales. We were fully cognizant of the stumbling blocks that might thwart our plans, and consequently did not jump into the proposed project with an arbitrary edict. We put in a year of educational effort among our men preliminary to the actual adoption."

This was done with the greatest diligence and tact. It was agreed that Mr. Mullane, as credit manager, would sell the idea to each salesman on the basis of increasing the sales volume, so that his department could not be accused of ulterior motives in taking advantage of the men in the field to bolster collections. It was agreed that Mr. Nickelson, the sales manager, should emphasize to each salesman the possibilities of increasing his earnings by getting a commission on collections.

In other words, there was no stuff about the house "needing the money," or the danger of potential credit losses. In every instance the salesman's point of view—the incentive to make more money—was used as the basic argument, first, last and all the time.

"When we decided to give the proposition a tryout," reports Mr. Mullane, "I selected six delinquent accounts of our star salesman and learned everything I could about them—character, relations with the house, personal friendliness with the salesman, potential market of the merchant, his merchandising ability, etc.

A SALESMAN'S REACTION

"When this salesman came in, I outlined the proposal to put the salesmen on a collection commission basis. Without a moment's hesitation, this veteran salesman replied, 'It won't work.' That was a very natural reaction for a man who had based his income on sales for the best part of a lifetime.

"Let's take a look at your accounts," I said, and we went to the ledger. 'Now here's Tom Smith. It would pay you to loan this merchant money from your personal funds to clean up this account and put him on a discount basis, for he wouldn't be shifty-eyed every time you come in. He would buy more Crescent products when the debt complex was removed from his mind.

"Now this customer buys baking powder in four dozen lots, when you know he has a market outlet for a fifteen-case contract. There is only one thing the matter—he owes the house too much money. We're not worrying about not getting paid, but we want to sell Mr. Smith more merchandise. Don't you think you could get the money pronto if there was a real incentive? Your income would increase because your sales increase, even though you get paid a commission on collections.

"The star salesman agreed. We analyzed a half dozen more accounts in his territory, with the same conclusions. He became quite enthusiastic about the sales possibilities if the credit situation could

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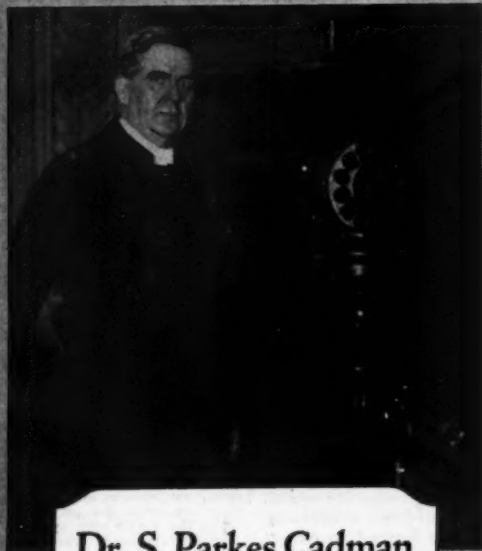
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THE VOICE OF



VILLAGE AMERICA

What Makes Christian Herald?



Dr. S. Parkes Cadman

It is the privilege of Chris-
tian Herald readers to enjoy
each week the current mes-
sage of this acknowledged
leader of American thought.

Christian Herald

Bible House, New York
Graham Patterson, *Publisher*

be bolstered. He agreed to co-operate, because he was shrewd enough to realize the possibilities as they would affect his monthly pay-check.

"In the same manner we discussed the problem individually with every one of our thirty-five salesmen, using examples from each man's own territory. This was the backbone of our educational program, but also we found it advisable to give the sales group intensive training in credits—laws governing collections, manner of procedure in extreme cases, etc. Consequently, every one of our field men is a credit expert as well as a sales expert. The realization that a transaction is not completed until the order has been paid for, places more responsibility on the salesmen, and they become better business men—more worthy of their calling. As a result, our sales are made under practical business conditions, and there is no striving for volume at the expense of the credit department.

"We devoted almost a year to this preliminary propaganda among our men, supplemented with credit training, before we launched the new plan. And we chose the most propitious time of the year—November 1—the big collection month for practically all lines of business. Merchants have learned to expect a thorough cleaning up of old accounts at the close of the year. This time element was an added palliative to ease the abrupt change in methods."

The bulletin sent out announcing the date of change in method of compensation was carefully written to emphasize the advantage to the salesmen. This bulletin fully outlined the plan and its purpose:

Commencing December first, salesmen's commissions will be based on collections instead of sales.

The commission check to be mailed to you on December first will, therefore, cover the November collections from your territory and not the November sales. Commissions will be paid on November collections without regard to the date the goods were sold, and the same rule will be followed each succeeding month.

While the saving of interest charges through a substantial reduction of outstanding accounts is an important fac-

tor, the larger volume which we believe will almost automatically follow is of greater importance to you and to the house.

We are sure that few of our long past due accounts are potential losses. Most of them are safe enough. They are simply inactive—frozen assets. We are neither collecting from them nor selling to them. A determined effort to loosen up these collections will almost always reopen the account to further sales.

There will be no further change in the general policy with regard to credits. Every merchant should make it a rule to meet all his bills when they are due, if he does not discount them, and all merchants would buy to better advantage and make more profit if they would adopt that rule. You will be promoting better merchandising and will be doing your merchant friends a real service by acquiring the habit of presenting cheerfully and hopefully a statement whenever a bill falls due and by discussing seriously and in a frank and business-like way any account which is becoming materially past due.

On the other hand, we shall always be in a position to extend extra time and reasonable accommodations to any account when the occasion requires it. It should, however, be considered and appreciated by the merchant as an accommodation.

We suggest that you consult your follow-up list and start giving the past due accounts immediate attention—particularly those showing items unpaid for ninety days or more.

While the credit deal will be glad to give you every assistance possible in cleaning up past dues, it is hoped that the result of this change will be to convert each salesman into a business man, responsible for conditions on his territory, with the privilege of calling upon the credit man and the home office for assistance whenever it can be used to advantage.

The past due accounts on No. territory on October 31st amount to \$.....

Prior to the inauguration of this plan of compensating salesmen, the men were paid a salary, commission on sales and car allowance. The salary consisted of an 11 per cent guarantee on an established quota. The same basis of compensation is used under the present plan, with the exception that the commissions are figured on collections instead of on sales.

"The guarantee percentage that we pay is high, but in line with our policy of giving our salesmen the benefit of every doubt," Mr. Nickelson emphasized. "I don't believe in a straight commission basis of payment. The best salesman has off days, and if he is always think-

(Continued on page 186)



The Scrub Team

Here are Bill and Dick Estes doing some heavy winter training for the High School "Varsity." They've been studying political economy and mathematics this evening. Now they are practicing the physical economy of personal cleanliness that Coach Dunbar has been pounding into them, and reinvesting the compound interest accruing from sound teeth.

What these fellows are really learning is the interlocking and inevitable relation of cause and effect. And that means finding the answers to "Is it worth while?" and "What will I get out of it?"

Bill and Dick are typical examples of the half-million readers of **THE AMERICAN BOY**. Snap judgments, with this young army, are giving way to weighing results. Insatiable in their demands for sports gear, the latest toggery, nobby clothes, they nevertheless look for values before charging it to Dad or hypothecating next month's allowance.

These half-million fellows—men in everything but years—are on the scrub team now. In a few short years they will be on the "Varsity" of life—tastes anchored, buying habits set, prejudices established. **THE AMERICAN BOY** today is their accepted adviser. Through its columns you can get on the coaching staff. Copy received by January 10th will appear in March.

The **American Boy**

Detroit

Michigan

A New Book on Distribution

"Retail Shopping Areas"

This book is a detailed study of department store retailing throughout the United States.

Maps in colors show the retail shopping areas of all cities and give a vivid picture of the approximate buying capacity of each county and of each group of counties clustered about the most accessible city having department store facilities.

The book is in three parts:

PART I groups the retail shopping areas according to the size of the shopping centers.

PART II gives the details, with colored state maps, for each of the 683 shopping areas.

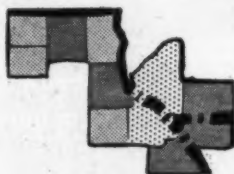
PART III lists each county in the country alphabetically by states and under each gives the names of all incorporated places.

An example of its application to sales work

An example of comparisons now made possible for the first time by "Retail Shopping Areas" may be made with Dubuque, Iowa and Springfield, Missouri.

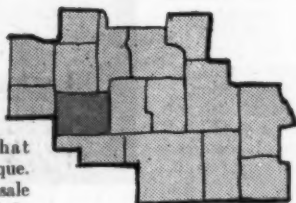
- (1) As cities they are about equal in population.
- (2) As a mass market Springfield is somewhat better.
- (3) As a class market Dubuque is much the better of the two.

Orders for this new book, which will be issued December 20, 1927, may be placed now. The price is \$10.00 per copy. Just fill in the coupon and mail it with remittance of price.



DUBUQUE, IOWA, with a smaller trading area ordinarily offers for products selling in larger units a better market. It has in its shopping area 60 people per income tax return while Springfield has 184. Dubuque's shopping area has 4,500 income tax returns as against 1,082 for Springfield.

SPRINGFIELD, MISSOURI, is somewhat more remote from any other large center and hence has a tributary shopping area somewhat larger than that of Dubuque. For products of low unit sale price Springfield is slightly better than Dubuque.



J. WALTER THOMPSON COMPANY

J. WALTER THOMPSON COMPANY
420 Lexington Ave., New York, N. Y.

Please send me.....copies of "Retail Shopping Areas" at \$10.00 per copy.

Name.....

Street.....

City..... State.....

Royal Uses Foreign-Language Car-Cards for Curiosity Appeal

Royal Baking Powder Company Tries Out New Idea in Its Car-Card Advertising

THE fact that great minds run in the same channel was given a fresh demonstration in New York last week, when double-size car-cards in eight languages, advertising Royal Baking Powder, appeared simultaneously in the subway cars.

In PRINTERS' INK some weeks ago, in "The Little Schoolmaster's Classroom," the use of foreign-language posters by the Western Union Telegraph Company was described, and comment made upon the curiosity appeal which, in Western Union's opinion, makes them even more effective under the right conditions than posters in English. At this very time, it now appears, Royal's foreign-language car-cards, adopted for precisely the same reasons, were in preparation.

The Royal advertisements are printed in eight languages: English, French, Spanish, German, Swedish, Italian, Yiddish and Chinese. F. C. Hitch, advertising vice-president of the Royal Baking Powder Company, told a PRINTERS' INK representative that he has been studying the possibilities of such an idea for about four years.

"There are several different points which, we think, contribute to the effectiveness of these cards in our case," said Mr. Hitch. "In the first place, the use of a foreign language is meant as a gentle reminder of the fact that Royal Baking Powder is sold in thirty-two different countries—which, in turn, is a testimonial to its value.

"The next point is that New York, the only city in which we are at present using advertisements of this type, is well known to be the most cosmopolitan city in the world. It is an old story that New York is the greatest Jewish city, nearly the greatest Italian city, and a French, Spanish and German city of the first rank, besides having



THE TEXT ON ALL OF THE ROYAL BAKING POWDER FOREIGN-LANGUAGE CAR-CARDS—EXCEPT THE CHINESE—CONTAINS NOT A WORD OF ENGLISH. THE CHINESE CARD CARRIES ONE LINE OF ENGLISH

other racial groups well represented. We believe that many of these people will be so pleased at unexpectedly coming upon an advertisement in their own language, in the subway, that its advertising value in their case will be considerable.

"Large as these populations are, however, their presence is not the only, or even the most important reason for using foreign-language car-cards. We really are deliberately aiming at the American,

Jobbers all over Iowa say:

“ Every time we check over your circulation figures by towns we are amazed at how thoroughly The Des Moines Register and Tribune covers the state of Iowa—E. I. Leighton, Gen. Mgr., Leighton Supply Co., plumbing and Heating Jobbers, Ft. Dodge,* Iowa.

Because of your large circulation in northern Iowa, we constantly urge manufacturers to advertise in The Des Moines Register and Tribune.—Jay L. Fitch, Mgr., Julius Andrae and Sons, Jobbers of Radio and Electrical Merchandise, Mason City, † Iowa.

The Des Moines Register and Tribune is a splendid medium for reaching the people of Iowa.—H. C. Martin, Martin Brothers Co., Wholesale Cigars, Waterloo, ‡ Iowa.

The fastest selling items in our stocks are the food products which are regularly advertised in The Des Moines Register and Tribune. I consider it, by all odds, the best advertising medium for covering the state of Iowa.—J. W. Howell, Gen. Mgr., Warfield-Pratt-Howell Co., Wholesale Grocers, Des Moines, Iowa. ”

Des Moines Register and Tribune
November Net Paid Daily Circulation
229,587

* 100 Miles from Des Moines.

† 135 Miles from Des Moines.

‡ 100 Miles from Des Moines.

English-speaking population as much as at the foreign-language groups.

"First there are the thousands of boys and girls in high schools and colleges who ride on the subway. We regard them as future customers of great importance to us. They are all, or practically all, studying some foreign language, and welcome the opportunity to try out their newly acquired knowledge.

"In addition to them, very many, perhaps the majority, of New York's population have at least a smattering of one or more foreign tongues, and those who have not, have considerable curiosity. The familiar Royal Baking Powder can, reproduced on the card, is enough to tell them what it's about. The foreign language message is purposely made so brief and simple that very little acquaintance with the tongue is needed to give them the gratification of having mastered it."

The technique of the Western Union and Royal advertisements is precisely similar. Western Union makes sure of getting its message across by reproducing its familiar illuminated sign, marking all its branch offices, with the two words, "Western Union," in plain block letters, in English. Royal accomplishes the same result by reproducing accurately the red, white and blue can, with its own picture on it in vanishing perspective.

ONE LINE OF ENGLISH

On only one of the foreign-language cards—the Chinese—Royal added a line in English at the bottom, saying merely that Royal baking powder is sold the world over; and Mr. Hitch admitted that he isn't sure, now, that even this was necessary.

Asked if he proposed to extend the idea, Mr. Hitch said that would depend upon the success of the subway campaign. It had been started at the Christmas season, he said, to give the salesmen something new to talk about at a time when necktie and toy salesmen were having their innings, but would be continued for at least a month.

W. D. Nugent to Direct Sales of Media Records, Inc.

William D. Nugent has been appointed director of sales of Media Records, Inc., New York. For twenty years he has been active in the field of newspaper advertising, joining the Philadelphia Record in 1908 as New York representative and, later, becoming its advertising manager with headquarters at Philadelphia.

For several years he directed the activities of the advertising staff of the Boston Herald-Traveler which he left three years ago to become advertising director of the Boston Advertiser and American. More recently he has been associated with the Hearst Picture papers.

New Accounts for Brisacher Agency

The Alloy Steel and Metals Company, Los Angeles, has appointed the Los Angeles office of Emil Brisacher and Staff, advertising agency, to direct its advertising account.

The C. R. Cheney Company, Los Angeles, manufacturer of Cheney salad dressing, and wholesaler, has also placed its advertising account with the Los Angeles office of Emil Brisacher and Staff. Southern California newspapers will be used for this account.

Hardware Account to Hurja, Chase & Hooker

The Vaughan Novelty Mfg. Company, Chicago manufacturer of hardware specialties, has appointed Hurja, Chase & Hooker, Inc., Chicago advertising agency, to direct its advertising account. Hardware, variety and general magazines will be used.

French Battery Account to McJunkin

The French Battery Company, maker of batteries and flashlights, Madison, Wis., has appointed the McJunkin Advertising Company, of Chicago, to direct its advertising account. General and business magazines and newspapers will be used.

J. M. Dooher, Space Buyer, H. K. McCann Agency

Joseph M. Dooher has joined The H. K. McCann Company, New York, as space buyer, to succeed Bates Compton, who has been transferred to the Paris office. Mr. Dooher formerly was with Lord & Thomas and Logan, Inc.

Welte-Mignon Appoints Biow Agency

The Welte-Mignon Corporation, New York, maker of pianos and pipe organs, has appointed the Biow Company, Inc., New York advertising agency, to direct its piano advertising account.

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MILWAUKEE—First City in Diversity of Industry!

Sell Rich Milwaukee- Wisconsin With Color!

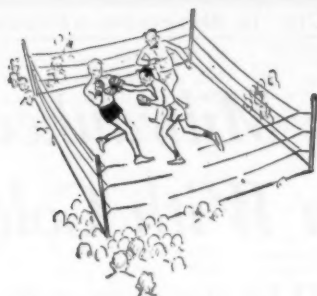
STIMULATED by the tremendous reader interest in the new colorgra-
vure picture section added to The Sunday
Milwaukee Journal, the net paid circu-
lation averaged 184,657 during Novem-
ber, 1927—an increase of 15,969 over
the same month of 1926.

The remarkably effective medium of
natural color thus affords a still more
intensified coverage of this rich and sta-
ble market through The Journal alone
at one low advertising cost per sale.

An interesting 16-page brochure, "Color!
A New Way to Sell the Prosperous Mil-
waukee-Wisconsin Market," is now being
mailed to sales and advertising executives.

THE MILWAUKEE JOURNAL
FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!



1. The Chicago Daily News . . . home circulation concentrated 95% in Chicago and its suburbs.

2. The Saturday Photogravure Section . . . unequaled timeliness in gravure picture news, compelling attractiveness, keen reader interest.

A powerful combination . . . home circulation and gravure beauty . . . a straight right and

The Saturday

THE CHICAGO

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.
MEMBER OF THE 100

AVERAGE CIRCULATION OF THE SATURDAY PH

The Two Punch in Chicago Advertising

left, a one-two punch when and where it is needed. Advertisers will find this combination productive of excellent results.

The Verdict of Local Advertisers

Local advertisers placed 152,500 agate lines of advertising in the Photogravure Section of The Chicago Daily News for the first eleven months of 1927, 51,164 agate lines more than in the second Chicago gravure section. These advertisers live in Chicago. They know intimately the circulation, artistic standards and advertising value of Chicago gravure mediums. Their verdict is a good indication of the standing of The Daily News and its Photogravure Section in Chicago.

Photogravure Section

DAILY NEWS

Representatives:

| | |
|---|--|
| DETROIT Edward & Kelly The Arts Bldg. 233 First National Bank Bldg. | SAN FRANCISCO C. Geo. Krogness 233 First National Bank Bldg. |
|---|--|

OF AMERICAN CITIES

AVURE SECTION FOR NOVEMBER, 1927—456,112

Do Sales Contests Make Better Salesmen?

How Eight Sales Executives Answer This Question

[EDITORIAL NOTE: Recently PRINTERS' INK sent a letter to a number of sales executives requesting information on the subject: "Do sales contests make better salesmen?" When the replies were received it was immediately noticed that there were almost as many different viewpoints as there were answers. Consequently, it was decided simply to print these letters and permit readers to draw their own deductions.]

However, we do feel that the question can be answered more definitely than has so far been done. We shall be pleased, therefore, to hear from other sales executives who have specific views on this subject.]

It Depends on the Size of the Company

IN taking up a question of this kind I think a sharp line has to be drawn between the Vacuum Oil Co., Uneeda Biscuit, etc., and Peckham-Foreman, John Jones and William Smith Co. I mean by this that because a contest might prove advantageous with a very large concern it does not follow that it will work out successfully with a smaller concern, and vice versa.

Let's take a big concern; for instance, one manufacturing an article for the grocer or oil filling station, or some similar outlet. It has perhaps 6,000 or 7,000 salesmen or agents who are either paid on a straight salary basis, or receive a nominal commission. Their salesmanship consists mostly of order taking, whereas a concern like ours, or similar type, having a sales force of around forty men covering forty-eight States, is in a different position. We must have a very intelligent type of salesman to represent us. He must not only know how to sell merchandise for us, but he must be able to sell merchandise for his customer. He must be absolutely familiar with the merchandising methods of his trade. He must make a good appearance and cover his territory intelligently.

To do this, we must pay him substantial money so that he can live well and dress well. If we were to run a sales contest, fixing quotas and offer weekly or monthly prizes of everything from a safety razor to a radio, or cash prizes in proportion, it would be all out of order on account of the type of our sales force.

The only sales contest, and we would hardly call it a sales contest, which we have run, was started at the beginning of this year. Regarding it we would refer you to an article by the writer that appeared in your issue of February 10, 1927. We are not in a position at this time to say whether it will prove successful or not, but the writer certainly thinks it will. We have noticed a marked improvement in the way the men have worked their territory and sold our merchandise. They have sold much more intelligently and with Peckham-Foreman in mind and not merely their own immediate interests.

FRANK L. FOREMAN,
*Vice-President and
Assistant to Salesmen,*
PECKHAM-FOREMAN, INC.

Contests Make Food Salesmen Better

IT is my opinion, based on experience with this, and one other, company over a period of ten or twelve years and covering several different types of salesmen, that sales contests intelligently run will make a good salesman better. I say this because I think a good man will respond to anything which bears an incentive to beat the other fellow and, therefore, improve on his own previous efforts.

The fundamental selling ability of a salesman means, to my mind, the ability of a man consistently

to sell as near his territory's potential as possible, at the least cost and with the minimum friction either between him and his trade, his trade and his house, or his house and himself. Any idea that periodically spurs him to seek new outlets or to take a fresh viewpoint on his job is a good one, and I cannot see how a sales contest can in any way lower the ability of a salesman; and I mean by this a sales contest intelligently run so as to appeal to the particular type of men for whom it is designed.

If the fundamental idea in the contest is wrong, then its effect on the salesman will not be a healthy one, but if sales contests are properly planned to become successive steps in the ladder of steady improvement in methods, then they certainly are to be encouraged.

J. K. MACNEILL,
Sales Manager,
HEWES & POTTER, INC.

Believes They Do Make Better Salesmen

UNTIL recently, we have used contests on the average of two to four times a year. This served to spur sales at periods when we most wanted them.

Strictly speaking, there can be little doubt that contests do improve sales—however, the question has oftentimes come to my mind whether or not the spurring is done at the expense of subsequent sales which would in the course of events have been made without the so-called contest stimulation.

Personally, I believe contests make for better salesmen. Their interests are awakened; they are given points in selling which they otherwise would not have had; they are spurred up to realize that constant hitting of the ball does bring in sales.

Recently, we have come to the conclusion that our salesmen can be better compensated—that they

can make more sales—and, that sales can be made at less cost to the company by an arrangement of a salary and commission plan. In the past, our men have received only salaries plus bonuses, due to the fact that we had not been able to work out a commission arrangement which was fair both to the men and to the organization. We feel that we now have this worked out so that our salesmen are going to make more money, be happier, and that the company will benefit thereby.

WM. BEATTIE,
General Sales Manager,
UNITED STATES HOFF-MAN
MACHINERY CORP.

Contests Make Good Salesmen Work Harder

WE do not believe that contests make any worth-while improvement in the basic selling equipment of salesmen. We use contests periodically, but only for the purpose of making good salesmen work harder.

We can see where contests might cause salesmen to go out and do a lot of foot work instead of the right amount of head work, but certainly contests are successful for the purpose above mentioned, namely, making good salesmen work harder. We know beyond any question of doubt that they get such a result with us.

H. T. BUSSMANN,
Vice-President,
BUSSMANN MFG. Co.

Why New Men Often Win Prizes

WE have run sales contests twice a year for the last four or five years and I must admit that we have been very successful in obtaining the results that we anticipated. With a sales force of approximately forty-five to fifty men we have never had a

year in which we did not sell 2,000 new accounts through these contests. It is true that many of them may not repeat but you can appreciate that when you sell this many new accounts in a year you are certainly getting results.

We find from experience that the younger or newer salesmen on our force usually win the prizes due to the fact that their territories have not been developed as much as some of the older men who have been selling our goods for a number of years. For this reason, a sales contest sometimes does not spur the older or more experienced salesmen. Yet the publication of new accounts each month in sales letters does make these men realize that they must also keep on the job, with the result that we usually get fairly good results from them.

R. J. KLAIBER,
Advertising Manager,
COOPER, WELLS & Co.

Most Contests Are Temporary Stimulants

THERE is no question that effort in educating a sales force and the right kind of inspirational matter sent out from headquarters, together with the other activities connected with a sales contest, should have a good effect in permanently improving a sales force.

However, after operating sales contests for several years, some of which have been highly successful, I am forced to conclude that the contests have not had any large and general result in the way of basic improvement in the selling force.

With us, sales contests have been more of a temporary stimulant for volume of business. They have resulted in some men making good spurts and securing large amounts of business during the contests, but these men generally have not maintained their speed after the closing of the contests and therefore it cannot be said

that their output was permanently improved.

Of course there have been a few exceptions, but I am looking at the general results as I suppose anyone should do in considering such a matter.

We still use sales contests and in fact have one running now. We do not, however, run them as frequently as we did at one time as it appears that they get to be an old story when used too often. A man will not put forth special effort all the time, unless he is an unusual salesman, while if he is an unusual salesman the contest will not make much difference in his efforts.

L. G. ROBBINS,
Vice-President and
General Sales Manager,
THE A. J. DEER CO., INC.*

They Build Spirit But Don't Make Better Salesmen

THIS company has conducted various salesmen's contests in the past, and we have come to the very definite conclusion that they are harmful rather than helpful, from the standpoint of making better salesmen—they are far from being a help in adding to the fundamental selling ability of the contestants. Therefore, if I were asked the flat question, "Do sales contests make better salesmen?" my answer would be emphatically "No."

The desire to win is human. Spurred on during a contest by being constantly posted as to the score, so to speak, the average salesman rushes to his "pets." He is inclined to plead for business, rather than to sell. In many instances he becomes a schemer, as it were—not a malicious schemer, but a seeker and collector of volume, regardless of unfavorable consequences which will obviously occur through such scheming tactics. Less time is put in on prospecting, and very little time indeed is given to that part of the job having to do with the constructive future status of the

whole. Altogether, I firmly believe that contests are decidedly harmful rather than helpful, from the standpoint of adding to the basic selling equipment of the man.

My interest in the subject is deep, and while you have only asked for an expression concerning one phase of sales contests, I can't help but continue a little further.

I recall having personally conducted a contest with one of our sales divisions. This division had never been able to produce a monthly volume beyond the point of classifying it, from this standpoint, as fifth or sixth among eleven. We set out, in this particular month, to obtain first place. We pitted ourselves against every division in the country. I personally rehearsed with this group of men fundamentals from A to Izzard. Every ounce of sales ammunition and sales procedure at the command of the company was gone over minutely, and through the strictest sort of daily adherence to those points which we, of the general office, had formulated as being correct and valuable, we drove in a volume of business which gave us first place—a volume 50 per cent greater than ever written before by that particular division.

I was so sure that no unfavorable reactions would occur, due to the correctness of our procedure, that I specifically laid out a course for the following month. It simply meant a continuance of those methods which had been proved successful, but under the personal direction of the local manager. During this subsequent month the quota was again met.

Since that time I have been quite convinced that if basic principles are carried out by any group of salesmen and, provided the local management of that group is capable, sales contests are of great value.

I emphatically stand pat on my remarks concerning the harmful effect of contests in trying to make better salesmen through such means, but, I also emphatically believe that *after* better salesmen

have been made, contests are very valuable in stimulating sound, clean volume, without unfavorable reactions. There is no doubt of the fact that they are great builders of spirit—a primary requisite of enormous value—with spirit properly captured and harnessed, increased accomplishments must surely follow with constructive continuity.

J. C. GIVEN,
Asst. General Sales Manager,
DUNLOP TIRE AND
RUBBER CO.

An Emphatic "No"

I HAVE very definite and positive opinions on most things relating to selling and sales management. I may be all wrong in many cases, but still my opinions are based on extended observation and experience, and one of the things that I am prepared to answer without hesitation is that in my opinion sales contests do *not* make better salesmen.

A sales contest may increase the volume of sales while it is on, but it does not make *better* salesmen. This for the reason that all of the emphasis is placed on getting *more* business, and too little attention is paid to *how* the order is secured or what the ultimate effect will be on the purchaser.

Building better salesmen is a slow, laborious process requiring much patience and painstaking effort, and which involves the education of the salesmen, not only in the fundamentals of good salesmanship but of good business as well.

As I see it, sales contests may have their advantages, although I have come to question even this somewhat, but making better salesmen by this process is not one of them.

B. J. WILLIAMS,
Director of Sales,
THE PARAFFINE COMPANIES, INC.

Has Universal Pajama Account

S. Steiner & Son, Asbury Park, N. J., makers of Universal pajamas, have appointed Alfred J. Silberstein, Inc., New York advertising agency, to direct their advertising account.

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The high character and tone of The Bulletin make it the preferred newspaper in nearly every Philadelphia home.

The Philadelphia trading area consists of about 550,000 homes. And The Bulletin is averaging 548,952 copies per day!

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—



The Evening Bulletin

PHILADELPHIA'S NEWSPAPER

New York Office — 247 Park Avenue (Park-Lexington Building)

Chicago Office — Verree & Conklin, Inc., 28 East Jackson Boulevard

Detroit Office — C. L. Weaver, Verree & Conklin, Inc., 321 Lafayette Boulevard

San Francisco Office — Thomas L. Emory, Verree & Conklin, Inc., 681 Market Street

(Copyright 1927, Bulletin Company)

Member of Associated Press

COMPARE!

680,681

The Circulation of
the New York
Evening Journal Is

366,190 more than the
Evening World

402,099 more than the
Sun

451,697 more than the
Telegram

612,204 more than the
Post

314,491

278,582

228,984

68,471

EVENING
JOURNAL

EVENING
WORLD

SUN

TELEGRAM

POST

E! Nearly half of all the people who buy any New York evening newspaper buy the

NEW YORK EVENING JOURNAL

For 28 consecutive years the New York Evening Journal has had the largest circulation of any evening newspaper in America. This newspaper has more than double the home-going circulation of any other New York evening newspaper.

CONCENTRATED CIRCULATION

Ninety-four per cent of the New York Evening Journal's circulation is concentrated in New York City and nearby suburbs.

SUBURBAN CIRCULATION

In the suburbs people buy more New York Evening Journals than all the other New York evening newspapers put together.

PROVEN SALES EXPERIENCE

Department stores, women's wear shops, men's wear establishments and other major classifications of business find it most profitable to concentrate a great part of their advertising investment in the New York Evening Journal.

CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30, 680,681 DAILY NET PAID

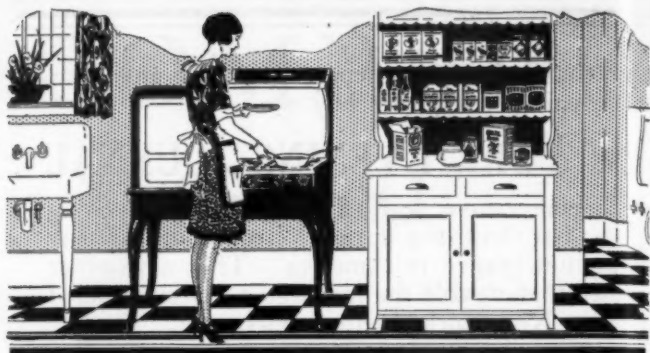
NEW YORK EVENING JOURNAL

*Greatest Circulation of any Evening Newspaper in America
and a QUALITY Circulation at THREE CENTS a Copy Daily
and FIVE CENTS a Copy Saturday*

13 Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building
Detroit, Mich.



The News Is Read By 4 Out of Every 5 Food Buyers in Detroit

IT may be a man's world, as the feminists say, but those who have the job of getting dollars back for goods say that it's the woman who regulates the world's budget. And certainly woman controls the state of the family cupboard. Because this is so and because The Detroit News goes into 4 out of every 5 homes where any English newspaper is read does it carry more grocery and food product advertising than both other Detroit newspapers combined. The esteem in which The Detroit News is held by the directors of the family budget is a matter on which it prides itself and a fact easily ascertained by the tremendous volume of mail received daily from women of every class. More than 200,000 letters are written annually.

In every selling classification of advertising The News leads all other Detroit newspapers—a fact that verifies its ability to cover this market thoroughly and alone.

The Detroit News

The HOME newspaper

356,000 Sunday Circulation

330,000 Weekday Circulation

What Is Meant by "Retail" and "General" Newspaper Rates?

Here Is a Complete Outline of the New Simplified Practice Plan
Adopted by Many Newspapers

IN the October 27, 1927, issue of **PRINTERS' INK** there was published a brief report of the action taken by the International Newspaper Advertising Executives Association, at its fall meeting at Chicago, providing that "local" and "national" advertising in newspapers should hereafter be referred to as "retail" and "general." Advertisers, since that time, have manifested much interest in the new departure and have asked **PRINTERS' INK** for a clearer and more comprehensive statement of just what is meant by "retail" and "general" and who is entitled to each rate.

PRINTERS' INK has therefore obtained from Thomas P. Collins, advertising manager of the *Milwaukee Journal*, a detailed explanation of the new rate policy. Mr. Collins is chairman of the committee, appointed by the Newspaper Advertising Executives at their meeting at Denver last June, to recommend a policy. The other members are J. K. Groom, national advertising manager of the Northern Illinois Group, Aurora, Ill., and Harry T. Watts, business manager of the *Des Moines Register and Evening Tribune-Capital*.

Here are the committee's conclusions which, having been adopted by the Newspaper Advertising Executives, may now be said to represent the policy of many of the country's leading newspapers:

1. The term "local" advertising rate is ambiguous and a misnomer. It is recommended that the newspaper members of the association adopt for use in connection with their respective rate cards, correspondence, etc., the term "retail advertising rate" in place of "local advertising rate."

2. It is recommended that the local or retail rate schedule be applied solely to the advertising of a firm or individual in which the

product or service advertised is offered direct to the consumer through a retail outlet or outlets owned and operated by the advertiser in the city of publication.

3. It is recommended that the term "national" advertising rate or "foreign" advertising rate be dropped entirely by newspaper members of this association from their rate cards, records, correspondence, conversation, etc., and that the more descriptive term "general" advertising rate be substituted therefor, and that this term be the only other name beside "retail" advertising rate used in designating display newspaper rates. All display advertising will then come under either the "retail" rate schedule or the "general" rate schedule.

4. It is recommended that "general" advertising rates shall apply to all advertisements of manufacturers or wholesalers whose product or service is advertised for sale, either partially or entirely, through retail outlets not owned by the firm or individual who is paying for the advertising. Even though the product or service advertised is offered for sale through some outlets owned by the manufacturer or wholesaler, if it is also offered for sale in any outlets not owned by the manufacturer or wholesaler, it shall be considered to be "generally" distributed and shall take the general rate. In other words, all advertising other than that of bona fide retailers, paid for entirely by themselves and offering goods or service at outlets owned by themselves, shall be considered "general" and shall take the general rate without reference to whether the copy is placed "direct" or through an advertising agency.

5. Where a properly accredited advertising agency places copy at the general rate, agency commission shall be allowed. Agency

commission shall not be allowed under any other circumstances to any firm or individual. No agency commission shall be paid to any firm or individual, whether an accredited advertising agency or not, for business placed at the local retail rate.

6. It is recommended that the advertising of a bona fide association of local retailers, in which the products of more than one manufacturer or wholesaler are advertised, or strictly institutional co-operative advertising of a group of retail merchants, shall be accepted at the local retail rate, provided such advertising is actually paid for by the merchants involved. However, any advertisement over the signature of two or more retail outlets of separate ownership, offering the product or service of the same manufacturer at the same price, shall be assumed to be "general" advertising and shall take the general rate, whether it is admitted that the manufacturer in question is paying for the space or not.

7. It is recommended that every newspaper member use care to prevent the successful use of any subterfuge whatsoever to obtain the local retail rate for general advertising of manufacturers or wholesalers.

* * *

There seems to be some misunderstanding as to the differentiation between manufacturer and retailer advanced in the fourth paragraph of the above report.

"It should be understood plainly," Mr. Collins says, "that while the retail rate applies strictly and only to bona fide retailers there are no restrictions against a manufacturer being regarded as a bona fide retailer. In other words, if he is running a retail store in a town he is entitled to the retail newspaper rate for such advertising as he does for that store. If, in addition to this, he does general advertising in the newspaper that does not apply specifically and wholly to his own local store or stores, he then is regarded as a manufacturer and must pay the general rate. Thus, a manufacturer may be paying both rates, because his busi-

ness in the town is clearly to be divided into the two classifications.

"A clear distinction between the two kinds of rates, as applied to a manufacturer, cannot be made by setting down any arbitrary classification which shall be universally applied. We, on the *Milwaukee Journal*, analyze each piece of copy that is submitted to us in behalf of a manufacturer and make this the basis for our decision: How does the advertisement offer the commodity for sale? Upon the answer to this depends the rate of classification the advertisement is given."

In connection with recommendation No. 5, covering advertising agency commissions, an interesting point brought out by Mr. Collins is that many local retailers prefer to place their advertising through an agency and pay the general rate so that the agency may be enabled to realize its commission. The service rendered by the agency is regarded as valuable enough to justify the store in paying the general rate. The number of retail organizations using agency service on this basis is steadily increasing.

Under the new plan, here are the classes of business entitled to the retail rate:

- Local automobile dealers own advertising (unless flat automobile rate exists)
- Local restaurants and hotels (special resort rates may apply)
- Local medical (including dentists and doctors)
- Retail building material
- Department stores
- Local schools (special educational rates may apply)
- Local financial
- Retail food stores
- Retail furniture stores
- Retail jewelry stores
- Retail men's wear stores
- Retail women's wear stores
- Retail musical instrument stores
- Retail shoe stores
- Retail electrical stores
- Retail radio stores
- Retail specialty shops of all kinds
- Institutional association advertising by bona fide local retail associations
- Amusements and political (special rates may apply)

The general rate is applied to the following:

- Automobile manufacturers (unless flat rate exists)
- Milk distributors

The INDIANAPOLIS NEWS
has more
home-delivered
city circulation
than
both other
Indianapolis dailies
combined.



The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON. BRIDGE, *Advertising Manager*

New York: DAN A. CARROLL
 110 East 42nd St.

Chicago: J. E. LUTZ
 The Tower Bldg.

Exclusive Indianapolis Member, 100,000 Group of American Cities

Ice cream manufacturers
 Coal and Ice Companies
 Insurance Companies
 Gas Companies, except for retail store
 advertising
 Electric Companies, except for retail
 store advertising
 Telephone Companies
 Street Railway Companies
 Security Firms

Security houses who sell securities
 either entirely or partially to banks
 who in turn retail them to individual
 customers are considered to be
 wholesalers of bonds and other securities
 and should pay a general
 rate.

Financial advertisers
 Publishers
 Resorts and Travel
 Educational Advertising
 Manufacturers, wholesalers, or distrib-

utors of:

| | |
|--------------|---------------------|
| Furniture | Cigars |
| Shoes | Bldg. Material |
| Jewelry | (other than retail) |
| Men's Wear | Musical Instruments |
| Women's Wear | Electrical & Radio |
| Candy | Food Products |
| Beverages | |

It will be seen from this classification that public utility companies are regarded as manufacturers. Yet many of them conduct retail stores and sell appliances, utensils and furnishings not manufactured by them. The advertising of these is entitled to the retail rate. A manufacturer of gas or electric light may advertise his product at the retail rate if he is not wholesaling it—or, to put it another way, if all the gas or electricity he produces is sold in the community where it is made.

"Each individual newspaper," Mr. Collins says, "can handle this rate question for and by itself. But the newspapers decided that if they would adopt a common basis of operation, advertising agents handling national advertising would find their problem considerably simplified and of course this is just what will happen."

"In considering the whole question the committee took into account every problem that even the smallest daily newspapers must face and the committee feels that no newspaper need have any need of complications for putting into practice these recommendations. They have been tried out successfully on many large newspapers and on a sufficient number of smaller ones to make it certain that they will work in practice and that they are not theoretical."

Trend of Display Selling Will Not Exterminate Salesmanship

FEDERAL ADVERTISING AGENCY
 INCORPORATED
 NEW YORK

Editor of PRINTERS' INK:

Mr. Collins in his article "Are People Dodging the Dotted Line?" [November 24 issue] has undoubtedly sensed the new trend in retail merchandising. I say "new" because it is now becoming more noticeable in various lines, and yet it is not quite new.

Mr. Woolworth long ago discovered the lure, convenience and economy of open-display selling. And yet, I believe that capable salesmanship, which has for its basis the selling of satisfaction, will continue to grow in importance rather than become extinct.

J. J. GRISINGER,
 Vice-president.

F. Q. Smith, Advertising Manager, Sherwood Bros.

F. Quinby Smith, recently manager of the *Maryland Motorist*, Baltimore, has been made advertising manager of Sherwood Bros. Inc., of that city, Betholine motor fuel and Rexoline oils. He was formerly with the Chicago office of the Standard Oil Company of Indiana.

W. F. Schleiter Heads Verona Tool Works

W. F. Schleiter, formerly vice-president and general sales manager of Dilworth, Porter & Company, Inc., Pittsburgh, has been made head of the Verona Tool Works, Verona, Pa. He succeeds W. F. Hart, who resigned last July.

Jaeger Machine Company Appoints Columbus Agency

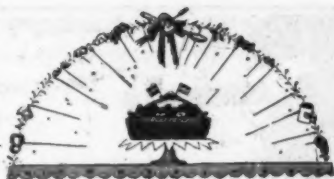
The Jaeger Machine Company, Columbus, Ohio, manufacturer of concrete and plaster mixers, has appointed The Robbins & Pearson Company, Columbus advertising agency, to direct its advertising account.

Randall Hagerman with Wales Agency

Randall Hagerman has joined the production department of the Wales Advertising Company, New York. He was recently with the New York sales staff of *The Southern Dry Goods Merchant*, St. Louis.

J. E. Walsh with "The American Weekly"

J. E. Walsh, for many years with Frank Seaman, Inc., where he held the position of space buyer, has joined *The American Weekly*, New York. He will direct the management of the statistical department.



© 1927 THE CONDÉ NAST PUB'S, INC.

SOME 400,000 rather wealthy families are apparently threatened with starvation. Certain food advertisers cherish the opinion that magazine readers never eat unless the publisher shows them a menu or tells them how to cook, and there is no class magazine publishing recipes for these people . . . But since fairly reliable figures show that their food bills are the biggest in the country, makers of china, silverware, table linens . . . and a few food manufacturers . . . have put this important market above mere editorial tie-up and are advertising to 360,000 of these families through Vanity Fair, Vogue and House & Garden . . . The Condé Nast Group.



Delineator Home Institute

in all its departments
of modern home mak-
ing has the benefit of
the great and varied
experience of its

Director

Mildred Maddocks
Bentley

The One Part of a Woman's Magazine that is Published *for Men*

IF a woman prepares a solitary meal for herself what does she get? A sandwich and a cup of tea! A salad and a slice of bread!

It isn't for women that Delineator Home Institute conducts a constant search for new and delicious dishes or new combinations of well-known wholesome foods.

No, it's for the men!

Take such an article as, "Now You Can Give Him Roast Beef Rare, Medium or Well Done." Who's that for?

Take such an article as "Griddle Cakes Are Nice on a Cold Winter Morning." Who's that for?

Men don't read women's magazines—not even advertising men. But some day look at Delineator's food pages and see how practical they are and how stimulating to the appetite. Here's something you can understand—for here is the one part of a woman's magazine that is published for the benefit of men.

In fashions, in foods, in every element of modern home making, the value of Delineator is increasing—and every month more advertisers are realizing this value.*

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising Gains

*During 1927, Delineator showed an advertising lineage increase of 29% over 1926. This is nearly double the percentage of increase shown by any other woman's magazine of large circulation.

The Shortest Distance

Between two points

It's a straight line; we all know that . . . In advertising, it is something that goes direct from you to your prospect . . . The right sort of booklet, for instance . . . But, you say, what *is* the right sort of booklet? . . .

Well, suppose you let us have a chance to show you a few samples . . . They might interest you.

CHARLES FRANCIS PRESS

PRINTING CRAFTS BLDG., 461 EIGHTH AVENUE

NEW YORK, N. Y.

Is There Any Difference between Merchandising and Selling?

Some Answers to This Question Are Uncovered in a Survey by the Taylor Society

THERE is a growing tendency to recognize merchandising and selling as two separate functions of marketing. Two surveys, conducted seven years apart, reveal that this distinction is becoming a dominant characteristic of marketing as practiced by a number of concerns.

An entire session of the annual meeting of the Taylor Society at New York last week was devoted to an inquiry and discussion concerning this trend in marketing management. A paper presented by Henry S. Dennison, president of the Dennison Manufacturing Company, cleared the way for a preliminary analysis of the latest survey on the question now being conducted by the society. Mr. Dennison, whose paper appears in part elsewhere in this issue of *PRINTERS' INK*, drew a sharp distinction between merchandising and selling.

These terms are subject to great confusion because of their loose usage. Mr. Dennison's contribution explained the scope and limitations of both in order that a uniform understanding of each term might be had.

The questionnaire upon which the survey is based advanced the following definitions:

Merchandising: A function which comprises co-ordination of the sale and the manufacture of goods to be sold; determination of varieties, qualities and quantities of items; determination of markets and trade channels; determination of list prices.

Selling: A function which comprises arrangement of territories; the selection, training, direction and supervision of salesmen; the arrangement and carrying out of sales campaigns.

C. L. Barnum, of Cowan, Dempsey & Dengler, presented the analysis of the survey which, it was explained, while not intended to be a cross section of American industry, is a cross section of a group of concerns which are, by repute,

most progressive in marketing. Of the 275 questionnaires sent out, seventy-nine were returned in time for inclusion in the preliminary analysis.

The first question asked whether a distinction between merchandising and selling is recognized in organization structure. To this, 63 per cent replied "yes" and 37 per cent "no." Those answering "no" were asked if they recognized this distinction in practice, and 80 per cent replied in the affirmative.

Only 7 per cent of the seventy-nine concerns do not recognize the distinction in either organization or practice. These companies consist largely of manufacturers of machinery and producer's goods as distinguished from consumer goods. In a somewhat similar survey conducted in 1920, those who recognized a distinction between sales planning as distinguished from selling in more or less developed practice, constituted but 55 per cent of those answering.

Another question read: "Do you have in your organization a unit or an individual whose special function is to study merchandise relative to:

| | Yes Per Cent |
|---|-----------------|
| Tendency towards obsolescence of standard items | 61 |
| New uses for standard items.... | 57 |
| Determination of list price of items | 69" |

A total of 59 per cent maintain a unit or an individual whose special function it is to study markets relative to the amount of production of the several items necessary to meet the market requirements at different seasons and periods.

Among a slightly larger number, 65 per cent, it is the special function of an individual or unit to study markets relative to control of inventories of the finished product.

"Do you prepare periodic bud-

gets or forecast schedules of sales for definite periods in advance as follows:

| | Yes Per Cent |
|---------------------------------|-----------------|
| (a) General schedules | 94 |
| (b) By territorial divisions... | 77 |
| (c) By items | 75 |
| (d) By classes of trade..... | 36" |

So much for the summary as it reveals the tendency to conduct merchandising activities as a co-ordinating force between the selling and producing organization. The report then takes up selling problems and particularly interesting is its search for information regarding the work done behind the firing line. Here is the question and the returns:

"Do you have in your sales department a unit corresponding in principle to the planning room of a production department which

| | Yes Per Cent |
|---|-----------------|
| (a) Schedules salesmen | 50 |
| (b) Prepares material for salesmen | 78 |
| (c) Prepares information for salesmen | 84 |
| (d) Checks progress of sales | |
| 1. by territorial units..... | 89 |
| 2. by salesmen | 84 |
| 3. by items or classes of items | 81" |

A large percentage of "no" to the "d" series are from the same companies.

Tests and other devices which attempt to predict the probable success of new men don't fare so well. Sixty-two per cent of the concerns do not make any such special provisions for selection of salesmen. On the other hand 68 per cent do provide special training and 78 per cent make continuing or special studies of sales territories as a basis of assignments to salesmen. Rating methods for judging salesmen's ability are used by 59 per cent.

"Straight salary" leads as the most popular form of remuneration among those responding to the questionnaire with "salary, commission and bonus" at the bottom of the list. The complete tabulation of the methods used follows:

| | Per Cent |
|---------------------------|----------|
| Straight salary | 33 |
| Salary and bonus | 21 |
| Straight commission | 21 |

| | |
|--|----|
| Salary and commission | 13 |
| Drawing account against commission | 9 |
| Salary, commission and bonus | 3 |

Sales quotas and the factors of which these are established show the following usage among those replies received:

| | Per Cent |
|---|----------|
| Based on past sales | 78 |
| Built up on forecasted market possibilities | 76 |
| By salesmen | 66 |
| By territorial divisions | 82 |
| By individual products or items | 69 |

A good cross section of the problems which confront business executives is given in a list which closes the survey. This list is important because it conveys an idea of the information most needed by individuals faced with the responsibility of getting and maintaining distribution.

These problems were brought to light with the question: "What are the two or three outstanding new and apparently permanent problems of marketing management which have come to you during the last eight years?" The answers are listed in their approximate order of frequency. At the top of the list are:

- Hand-to-mouth buying
- Selection, training and supervision of salesmen
- Newer methods of distribution
- Reduction of distribution costs
- Advertising
- Sales Research
- Competition (price cutting, cheaper lines, substitution, foreign, etc.)
- Chain stores, co-operative and syndicate buying groups
- Market analysis
- Change in style, demand, etc.
- Organization of retail outlets and overcoming the ignorance of the retailers
- Use of nationally advertised brands by retailers as "loss leaders."

Altogether, the report lists a total of twenty-seven subjects in which manufacturers are particularly interested.

R. A. Wolfe Advanced by Indianapolis "News"

Robert A. Wolfe, for seven years merchandising representative of national advertising for the Indianapolis *News*, has been appointed manager of national advertising. He succeeds Don Bridge, who, as previously reported, has become advertising manager.

This space engaged to again appraise you of our very substantial circulation:

551,266

Daily Average for November

This figure represents a tremendous lead over our evening competitor —while our newspaper sells at 3c a copy and our competitor sells at 2c a copy.

CHICAGO AMERICAN
a good newspaper

What Advertising Has Done for Linen Damask

A Little Over a Year of Advertising and Promotion Work by the Irish and Scottish Linen Damask Guild Has Helped Put the Industry on Its Feet

By Charles G. Muller

WHEN the Irish and Scottish Linen Damask Guild began in September of 1926 to advertise in seven women's and class magazines "Linen Damask tablecloths and napkins impressively correct," a great number of the linen damask looms were idle.

today shows an overwhelming use of linen damask tablecloths in table scenes.

According to Alfred T. Brown, secretary of the Guild, the results that have been obtained came in great measure "because we very fortunately struck the right key



TWO PAGES FROM A LOOSE LEAF BOOK—THE COVER OF WHICH IS SHOWN IN THE CENTER—CONTAINING SAMPLES OF PROMOTIONAL FOLDERS

Now, after a year of advertising and well-planned sales promotion of this product, the looms are running toward full time and the entire industry is very definitely on its feet.

So successful was this first year's effort on a comparatively limited budget—the 1927-28 schedule of national advertising, which is larger than the first year's, calling for \$70,000 to \$75,000—that a checking up of magazine advertisement illustrations of manufacturers in practically every line of industry

note at the start and stuck rigidly to it. 'Impressively Correct' has been the single note which we have consistently played."

Just a few words of background before telling how this industry has resold itself to dealers and consumers.

Linen damask had long been used for fine tablecloths, but the war created a condition which made for poor business. Linen was hard to obtain during this period, and the public consequently went in for luncheon sets and



RECORDS!

OCTOBER was the largest month in the history of THE EVENING WORLD, with a total of 997,186 lines of advertising.

The week ending November 12th was the largest week in its history, and Monday November 7th was the largest day since its establishment.

—And, now, it seems that the largest November has just been closed with a total of 974,004 lines!

The Evening World
NEW YORK



Largest Daily Paper Ever

THE EVENING SUN for Friday, Dec. 9, consisted of eighty pages, printed in three sections, with 487 columns of paid advertising.

That is the largest regular daily newspaper, with the greatest number of columns of advertising, ever published in Baltimore.

This record volume of advertising follows steadily increasing circulation, which is the largest in the history of The Evening Sun.

The total amount of paper used to publish this particular issue exceeded 83 tons, each copy of The Evening Sun weighing approximately one and one-seventh pounds.

The best previous record in advertising in a regular daily paper in Baltimore was made by The Evening Sun on December 11, 1925. On

Published in Baltimore

that day 432 columns of advertising were printed in 74 pages.

Baltimore department stores place 70 per cent. of their lineage in the Sunpapers. When they have something to sell, theories go overboard and the advertising goes in the Sunpapers.

Average Net Paid Circulation for the month of
November, 1927

Daily (M & E) 257,620

Sunday - - - 200,384

Gain of 4,802 Daily and 6,033 Sunday
Over November, 1926

Everything in Baltimore Revolves Around

| | | |
|----------------|---|---------------|
| THE |  | SUN |
| MORNING | EVENING | SUNDAY |

JOHN B. WOODWARD
Bowery Bank Bldg., 110 E. 42nd St.
New York

GUY S. OSBORN
300 N. Michigan Ave.
Chicago

C. GEORGE KROGNESS, First National Bank Bldg., San Francisco

THERE IS NO SUBSTITUTE FOR ADVERTISING RESULTS



251,259

is the highest figure ever reached by any Detroit newspaper for a weekday average over a period of six months—this is a city circulation in America's Fourth City.

| | <u>1920</u> | <u>1927</u> |
|---------------------|-------------|-------------|
| DETROIT TIMES . . . | 5,025 | 251,259 |
| (City Circulation) | | |
| DETROIT NEWS . . . | 205,911 | 247,154 |
| (City Circulation) | | |

The Times has grown with Detroit

doilies, a circumstance which cut into post-war sales of tablecloths and napkins.

As a result, in 1926 the Irish and Scottish Linen Damask Guild was formed with W. J. Pugh, of McCrum, Watson & Mercer, as president, its aim being to bring linen damask once more into favor through the medium of a joint advertising effort on the part of linen damask manufacturers, their representatives, importers and jobbers. The manufacturers became active members and the others joined the Guild as associate members.

Today the roll is about forty-five, with active members paying a set sum to the support of the Guild while associate members divide themselves into three classes and pay what they feel they can afford—from \$100 to \$500, from \$500 to \$1,000, and \$1,000 or over. Each associate member is his own judge of how large a share he should carry. These members have co-operated not only by contributing money but by bringing their merchandise up to modern standards of design and by placing the "impressively correct" slogan on their goods in label form.

Preliminary work to bring individual concerns into the joint advertising campaign took about eighteen months, and the "impressively correct" slogan was put into the first advertisements in September, 1926. The advertising force was first aimed at women of cultivated taste.

After working a year chiefly through class magazines and feeling that linen damask had become recognized as the correct tablecloth, the Guild has added general periodicals to its 1927-28 list and now is advertising in nine class and general magazines on a staggered schedule which calls for half to full pages in black and white. Two trade papers are used to reach dealers with the sales promotional messages of this manufacturing and distributing group.

Backing this advertising is a very carefully planned sales promotion campaign on which the Guild entered because, as Mr. Brown says, "we realized from the

very start of our advertising efforts that we would have to sell our advertising very thoroughly to the stores which were linen damask outlets. Their sales of our product had fallen off; it would be hard work to resell them."

As the thoroughness with which this reselling was done is so greatly responsible for the success of the Guild's consumer advertising, it is worth while to expand this promotional phase so that other manufacturers may see how, with intelligently laid out and carried out promotion, it is possible to obtain close and enthusiastic co-operation from retail and department stores all over the United States.

"Our first step," says Mr. Brown, "was to get out a trade magazine called the 'Linen Guildsman.' It went to 3,000 retailers by mail and brought congratulatory letters not only from buyers but also from store executives, from merchandise and advertising managers and even from display managers, too. This magazine first appeared in October, 1926, and has been issued monthly since.

THE SECOND STEP

"Our second step, and the one which, after the selection of the slogan, was of greatest importance, was to engage women of extremely high caliber to do some sales-promotion work. The first of these was a British lecturer and artist. The second was a society woman from the South, and the third a young woman who had been associated with Lever Brothers in England.

"As she joined our staff, each lecturer took an intensive office and market course of about four to six weeks, to learn the product's manufacture and general background, but most of all to learn how it is used. An itinerary was then prepared, and the lecturer set out to tell stores and their customers how to use linen damask.

"Preparation of each itinerary brought the difficulties which always come up when a manufacturer is told in no uncertain terms

that one leading store in a town refuses to play second fiddle to any other. Our experience shows, however, that these difficulties can be ironed out diplomatically, for it became possible for us to point out—after our women had been on the road for a time—that the interest aroused by our lecturer's previous appearance in other stores invariably had a cumulative value that the second and third stores could nicely cash in on. Often the last store gained the largest crowds.

"We sent our lecturer first to that store which showed the greatest interest and the greatest inclination to work with the Guild and to play the game enthusiastically. Further, we eliminated all politics from the schedule by the Guild secretary's having exclusive control of routings, in this way enabling members' salesmen and executives to avoid priority controversies with their individual dealers.

"With the itinerary laid out, our job was then to make certain that the stores used our lecturer not as an excuse for a cut-price sale but as the nucleus of a high-grade promotional program."

The lecturer usually stayed about three days in a store and achieved all the results of a so-called week with none of the ordinary disadvantages.

"Through our plan," Mr. Brown explains, "we obtained what was practically a linen week, even though we frankly told the stores that we could not promise big sales. We said that we did not want reduced prices, that we were after firmly rooted and healthy growth. Simply, we told our dealers that we were putting on a high-class promotion, *not a demonstration*.

"This was true because, as we showed the stores, our representative lectured only at certain times of the day. While she would talk to customers for a short period after each lecture, she would not be on the store staff, could not sign the employee roll, and remained at every instant completely a Guild worker. Too, when her

lecture was over, she would leave the store.

"Our co-operation was entirely without cost to the store, but in return we asked for the retailer's full co-operation, which we expected to consist of (1) local advertising, (2) direct-mail work for which we supplied material at nominal cost, (3) special sales efforts not only in the linen department but also in the china, glassware, silverware and, often, in the furniture sections, (4) flowers in plenty, and (5) the services of a maid if possible, a colored maid being preferred in order to give to the lecture the Southern touch of hospitality which we believed would be most appropriate.

"Preparations made, the usual routine would bring the lecturer to the store after her appearance had been widely advertised. On the first day she would usually talk only once, in the afternoon at an hour that best suited the city and store, but on the second and third days she would give two lectures.

"Whenever possible we would also arrange to have our representative talk before women's clubs, schools, colleges and similar groups. We encouraged the store to make these arrangements so that it might capitalize the event for itself as much as possible, but sometimes the Guild planned these outside talks."

SPECIALIST TALKS TO CLERKS

"Our lecturer gathers up many loose ends," Mr. Brown says in describing the details of this complete promotion. "For instance, besides her regularly scheduled appearances before store customers and local organizations, she usually gives special talks to the store's selling force. An early morning hour is set aside for this meeting, and at it our representative has an excellent chance to tell interestingly how the clerk can increase linen damask sales.

"We also are able to co-ordinate most of our dealer helps around the appearance of the lecturer, thus obtaining really valuable, di-

Buy 1928 Space on Rising Circulation in Your Best Southern Market

A record of consistent gains in circulation makes any medium a better buy, no matter how many other advantages it can offer.

A record of losses and recoveries or consistent losses in circulation invites a very careful scrutiny of "reasons why," to say the least.

When you buy 1928 space to sell New Orleans look at the circulation records of the New Orleans newspapers for the past few years.

They will show you that The Times-Picayune not only dominates the New Orleans market, any way you want it, but that The Times-Picayune's record of GAINS in daily and Sunday circulation stands ALONE!

The Times-Picayune

In New Orleans

Member 100,000 Group of American Cities, Inc.

Member Associated Press

Representatives: CONE, ROTHENBURG AND NOEE, INC.

Pacific Coast Representatives: R. J. BIDWELL CO.

rected sales promotion from the store."

To make the most of this concentrated enthusiasm, the Guild sends the store a complete promotion portfolio which outlines how best the retailer can develop the linen damask event which he is planning.

Though this portfolio is 60 pages long, it is put together so as to be easy to read. Giving full details of what the Guild offers along with the lecturer, it begins by running rapidly over a sketch of the lecturer who is scheduled to talk to the store's customers, tells in brief outline how the linen event can be most satisfactorily staged, and goes right into a direct-mail campaign. A suggested invitation card and a special invitation letter are featured, and to these is added a special folder which is *exclusive* for that particular store.

The exclusive folder is an excellent selling point, because it enables the Guild to show each retailer that it is anxious to do something for his store that is entirely different from what will be done for any other store in the city.

"Because we believed that linen damask could be sold most completely when shown in use, the small windows of many dealers caused considerable study," says Mr. Brown, "and for several months we experimented with more than fifty types of displays suitable to take the place of a real dining table or dining-room interior. Eventually we obtained excellent results through photographs. Enlargements of these were colored and framed and carried a bronze plate with the inscription 'The Impressively Correct Table—Endorsed by Emily Post.' These were placed in small store windows against a setting of satin, satine or velvet and became the focal point for a concealed spotlight with the result that, especially at night, this picture display was as impressive as almost any actual dining room set-up.

"In every store where a Guild

lecturer has appeared, a window has been given over to full table display or, in those cases where windows were too small for that, the store has installed one of these photographic exhibits."

Not only does the promotion plan urge the store to bring its furniture, silverware, chinaware and glassware departments into the linen exhibit, but it is so complete in scope that it includes local laundries. Whenever possible the Guild goes to these laundries to gain their co-operation in insuring reasonably safe laundering for linen damask tablecloths and napkins at fair prices.

Now as to results. "For the first year we did not keep any accurate figures on sales increases," says Mr. Brown, "so it is impossible to give comparative returns in dollars and cents. However, we have started such a check now and will know where we stand at the end of the coming year. But the best possible gauge of results from the point of view of our industry is that, whereas a large number of the linen damask looms were idle before our advertising began, today they are running well up on full time and the industry is very definitely on its feet. Which is putting it conservatively.

"This does not mean that all our troubles are over, but it does mean that we are getting our advertising job done well."

B. R. Brooker Sells "Marketing" to W. A. Lydiatt

Bertram R. Brooker, editor and publisher of *Marketing*, Toronto, Ont., has sold that publication to W. A. Lydiatt. Under this transaction Mr. Lydiatt again assumes ownership of *Marketing* which he sold to Mr. Brooker several years ago. Mr. Brooker informs *PRINTERS' INK* that he will become associated with A. McKim, Ltd., Toronto advertising agency, as advertising copy consultant.

Smith Endicott Agency to Be Barrett Smith Company

T. H. Endicott will retire from the Smith Endicott Company, Boston advertising agency, on December 31. The business will be continued by Barrett Smith under the name of the Barrett Smith Company.



Experience Teaches

TRAVELERS seek information from known sources of reliability. Experience teaches. Home people come to know each other, and the companies and institutions surrounding them, by experience.

In Jacksonville, and Florida, more than 50,000 newspaper readers suggest their faith in The Florida Times-Union by reading it each day, with more than 60,000 specifying it on Sunday.

They buy The Florida Times-Union as a newspaper, but return dividends to advertisers through confidence in Times-Union reliability.

Retailers know this and advertise consistently; wholesalers know it, and buy more readily when items they stock are advertised by the manufacturer. Experience teaches!

Our new market survey may offer information you can use. Just ask for such facts as you wish.

The Florida Times-Union

JACKSONVILLE, FLA.



160,000

Average Net Paid Circulation

The Strongest Concentrated Coverage
of the prosperous OHIO VALLEY
 (At the most equitable milline rate)

An Easily Accessible Market

Nearly all of the Times-Star's 160,000 circulation is concentrated right where it will do the most good for advertisers who sell their products in Cincinnati's active markets.

As shown on this map, almost every copy of the Times-Star is bought and read in the rich Ohio Valley—in the actual trading radius of this center. That's why Times-Star is favored both by local merchants, familiar with their market, and National Advertisers who know the facts in Cincinnati.

CINCINNATI

Member Audit Bureau Circulations

CHARLES P. TAFT, Publisher

Eastern Representative:

MARTIN L. MARSH Phone Pennsylvania 0408
 24 West 40th St., New York City, N. Y.

An Ideal Market: Rich and Able to Buy

Cincinnati's constantly increasing bank-debits offer a true gage of the tremendous resources and commercial activity of this prosperous section. A fine balance between farming and industry adds stability and soundness to business here. A typical American market steadily going forward and one that offers an excellent field for tryout advertising and sales campaigns.

The diversification of Cincinnati's industry is well known. The predominance of basic necessities in its list of manufactures is startling. The population is 87% American born, industrious and thrifty in its habits, possessing a high standard of living—and the means of gratifying it! That's why Cincinnati's market is *always* active—and "times" are good here.

Most Effectively Influenced With This Sound and Thoro Coverage

This 160,000 is not only the most accessible circulation—but it is the **STRONGEST** coverage—for Times-Star's circulation has been a steady growth—resulting from actual, real, editorial merit. People buy Times-Star to read it.

No big "pre-date" editions are issued to swell circulation totals which do not add to advertising results or influence the immediate market. That's why it leads its competitors by millions of lines—and has for 20 years.

**A Truly Great Paper Dominating a Large
and Thriving Market**

TIMES-STAR

100,000 Group of American Cities

C. H. REMBOLD, Manager

Western Representative:

KELLOGG M. PATTERSON Phone Central 5065

904 Union Trust Bldg., Chicago, Illinois



A Thought for 1928

CHICAGO is spreading out . . . building up. Population is pouring into Chicago in a steady stream. Chicago is growing at a prodigious pace. Chicago is the second richest market in America. Chicago is destined to become the commercial capital of the world. And Chicago has only two morning newspapers, which cover its four million trade area as a roof covers a house. The Herald and Examiner is one of these morning newspapers, and an indispensable part of this coverage plan.

THE CHICAGO HERALD AND EXAMINER

October Averages: Daily, 414,860; Sunday, 1,132,155

National Advertising Manager — J. T. McGIVERAN, JR.

EUCLID M. COVINGTON
285 Madison Avenue
New York

T. C. HOFFMEYER
625-6 Hearst Bldg.
San Francisco

Thoughts on Selling by a Man Who Has Sold for Fifty-five Years

One of His Conclusions Is That Many Big Advertisers Need Hire Only Order Takers—Not Salesmen

By Joseph M. Keane

Of Richardson & Robbins

IF a product is established and if its good-will is thoroughly based on years of satisfaction on the part of consumers, salesmen will tend to degenerate into mere order takers. In a recent article in *PRINTERS' INK MONTHLY*, J. K. MacNeill, sales manager, Hewes & Potter, Inc., said that salesmen are born, not made, and that every successful salesman has to have the mysterious quality which, for lack of a better term, he calls "IT." Why not call it "initiative"? The man who hasn't it doesn't amount to a hill of beans. If that is what Mr. MacNeill has in mind he's right.

Today, however, despite the talk of high-pressure selling and inflated quotas there is less need for real salesmen than ever before. Advertising has brought about a condition where some of our most successful companies need hire only men who are capable of taking orders.

* * *

I am a great believer in advertising, but I know of two cases where advertising was wasted. The fault was not with advertising *per se*, but with the failure of the heads of the businesses to understand their market.

When I started selling, a great many years ago, one of the outstanding grocery successes of the day was a large soup company. This company had a market all to itself. There were competitors but no one seriously challenged the leadership of the company I have in mind.

Other soup makers came along, however, and the company felt the need of advertising to help bolster its business. It began to advertise on a large scale.

Another company appeared on the horizon with a good soup

which sold for five cents a can less than the leader's soup. The leader perhaps thought that advertising alone would overcome this price competition. Maybe there were other factors. At any rate, the leader kept its price to the established level, which was a great mistake. If the company had reduced the price, which it might easily have done, it might have held its market.

A few years ago, this company was sold for a price which I have always felt was more than the company was worth. It was bought by one of the competitors which had undersold it for years.

I attribute much of the old company's failure to advertising—or rather to a lack of understanding of what advertising can do. Incidentally, the company which bought the old leader's assets owes much of its success to advertising.

* * *

I know of another food advertiser which spent a great deal of money trying to overcome a consumer prejudice against one of its ingredients. The attempt was not successful. Not until the consumer prejudice died, for reasons not at all connected with advertising, did the company have a chance to prove the possibilities of advertising. You can't make the public buy something it doesn't want—even with advertising.

* * *

For twelve years I haven't stepped outside my office to do any selling. Yet I am selling more today than I was twelve years ago.

I use the telephone to make my sales. By doing this I avoid the long lines of waiting salesmen. With the telephone I don't have to await my turn in the line. I get an instant introduction and talk to the buyer himself. If all

salesmen used the telephone it would be easier for all concerned. It could be done, however, only with trade-marked articles which do not require samples or do not need to be shown. Any salesman who has sufficient confidence in his product and sufficient knowledge of what his buyers need should be successful in selling by telephone.

There are a lot of salesmen who would be better off if they had to use the telephone. Then they wouldn't bother prospects with "good-will" calls which build irritation instead of good-will.

* * *

The salesman who makes a lot of calls shows admirable stick-to-itiveness—but he doesn't show any remarkable ability. A good salesman should know about what his customers need and about when they need it. The success of telephone selling with me is that I call my customers only when, according to the careful records that I keep, I know they should buy.

* * *

The jobber is in an illogical position anyway. If the manufacturer wants to solicit orders from the retailer for the jobber, the jobber won't accept the orders from the manufacturer unless the manufacturer pays him at least 10 per cent profit. But with his own salesmen, on an article that is highly competitive, he will sell on a profit basis as low as 2½ per cent, as they do often with our goods.

* * *

Speaking of credit, there is no use extending credit to slow paying jobbers. If a jobber can't take a 2 per cent discount he's not on a sound basis. The manufacturer is merely stringing him along, helping him get deeper in the hole. Why carry such jobbers when they are a detriment to the manufacturer, the consumer, themselves and to the other jobbers?

* * *

There is one thing that can be said for almost all men that are considered good salesmen, that is that they study the article they have to sell and offer suggestions

to their firms for the betterment of the product, either by suggesting changes in the formulae or the quality of the ingredients or the style and size of the package. A well-posted salesman should know the market for his product even better than the manufacturer as he naturally comes in closer touch with the consumer, and of course the retailer. In this way he becomes more valuable to his firm and thereby of more value to himself.

* * *

It's peculiar how easy it is for a manufacturer to become wedded to a poor trade name. Some years ago, one of my friends was manufacturing a ketchup under the brand name, "Sublime."

I met him and asked him where he got the name. He told me that it must be a good name because it was used by another manufacturer in a different line.

I told him that I could imagine nature being sublime or could conceive of a sublime musical passage but that it was difficult to think of any quality in ketchup which would make it deserve the description. He saw the point and today is successfully selling with a simpler, less extravagant trade name.

* * *

As a rule, I don't believe in stiff competitive selling. At times, competitors try to steal your business by underhanded methods. For example, recently a jar of boned chicken in glass was bought by one of the chains. The label stated "7 oz. net weight." As it was being sold at the same price as our six-ounce jar I knew there must be something wrong about it. I bought a jar, had it analyzed and found that it contained less than four and one-half ounces of meat and more than two and one-half ounces of jelly. I sent the analysis to the buyer of the chain, who told me that he would handle no more of it, as he did not realize that he had been imposing on his customers.

* * *

Some people have told me that the chain store will carry anything so long as it will sell, regardless

Educational

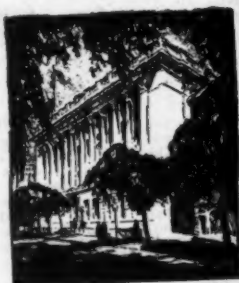
"As the spokesman for good business and business administration Nation's Business gives its readers a liberal business education."

—F. B. CASWELL, Vice President, Champion Spark Plug Company, Toledo.

NATION'S BUSINESS

December

1927



Is the Small Factory Doomed?
Thomas N. Carver

Let's Talk Low Freight Rates
Robert S. Henry

That Man Mussolini!
Merle Thorpe

X Stands for Selling Price
William Boyd Craig

Map of Nation's Business, Page 56

Published by the Chamber of Commerce of the United States

A QUARTER OF A MILLION CIRCULATION

of quality. My experience has been quite the opposite. I have found in every instance that the chain wants to sell a good product and will go out of its way to see that its customers get good quality products at an honest price. I sell them on that assumption and have been successful with my policy.

* * *

If a salesman hasn't initiative he is not of great value to his house. He also must be more or less of a diplomat. He not only has to have the good-will of the house but also that of his customers. That is where the diplomacy comes in.

Just recently, our stock of chicken was running out. One of the buyers of a large chain-store group asked me why I didn't let him know we were running low. I told him that this was one of the things that I always kept to myself since I did not want to play favorites. I added that I, myself, never asked headquarters to tell me when they were running low. In that way I avoided unconsciously giving anyone the best of it.

Institutional Campaign for Michigan Avenue Started

The Michigan Avenue Association, made up of merchants and property owners along Michigan Avenue in Chicago, has started a one year newspaper campaign which will aim to "institutionalize Michigan Avenue."

The copy carries no names other than that of the street. It features points of interest along the way such as the million-dollar "Link Bridge" and brings out the attractiveness of Michigan Avenue both as a shopping district and as a location for new businesses.

Death of J. W. Gillespie

James W. Gillespie, vice-president of Pyraglass Products, Inc., Newburgh, N. Y., died November 14. He was the co-inventor of the Pyraglass Panel, an advertising sign originally manufactured by Gillespie Brothers, a concern which was taken over by Pyraglass Products Inc., in April, 1925.

With Frontier Press

Ruth Clair has joined the promotion department of The Frontier Press, Philadelphia. She was formerly with Howard J. Webster, also of Philadelphia.

Carbonated Bottlers' Campaign to Start in May

Approximately 800 newspapers throughout the United States will be used in the advertising planned for 1928 by the American Bottlers of Carbonated Beverages. The first of these advertisements will appear on May 1 and on each subsequent Tuesday, copy will appear in the same newspapers until early autumn.

The schedule to be used is being compiled by the Millis Advertising Company, Inc., Indianapolis advertising agency. Arrangements are also being perfected for a supplementary outdoor campaign, which bottlers are urged to conduct in their local territories. The newspaper schedule and copy for the advertisements together with suggested copy for the outdoor advertising will be passed upon by the American Bottlers of Carbonated Beverages advertising committee at a meeting to be held this month.

The campaign will be conducted in daily newspapers published in cities or towns where there are bottlers who have subscribed to the association's national campaign fund.

Two Association Journals Drop Advertising Pages

Action has been taken by two associations to discontinue the solicitation of advertising as a means of financing journals published for their members. The publications from which the advertising pages have been dropped are "Aero," published by the American Electric Railway Association, and the "Journal of the American Institute of Architects."

Gordon Kingsbury with General Motors

Gordon Kingsbury has joined the General Motors Corporation, Detroit, as a member of its institutional advertising committee and will be associated with its new radio broadcasting project. He recently resigned as assistant sales manager of the Kelvinator Corporation, also of that city.

New York, Ontario & Western Appoints Caples Agency

The New York, Ontario & Western Railroad, New York, has appointed The Caples Company, New York advertising agency, to direct its advertising account, effective January 1. Plans call for a newspaper campaign which will feature the railroad's service to summer resorts along its route.

Laurence G. Sherman Joins Hartford Fire Insurance

Laurence G. Sherman has joined the advertising department of the Hartford Fire Insurance Company, Hartford, Conn. He has been with the publicity department of the Aetna Life Insurance Company.

True Story Magazine

**ANNOUNCES THE
APPOINTMENT OF**

WALTER HANLON

**AS ASSISTANT
ADVERTISING MANAGER**

IMMEDIATELY EFFECTIVE

Finding New Uses for Old Products

*is one of the functions of the
modern advertising agent*

IN an age of intense competition, the modern advertiser must seek out *new uses for old products, new virtues in old uses.*

The world travels at a giddy pace; the public reads as it runs.

News! Something different! A new design in a motor car, new utilization for a mouth wash, new ways of preparing a food product, new virtues in an old product. Those are the things that make specific claim on the reader's attention.

The Halitosis campaign on Listerine is rapidly becoming a bromidic example of this "new use for an old product" . . . and not without reason. It has put many an extra bottle of Listerine on bathroom shelves throughout the country . . . When yeast sales began to stagnate, new uses were sought—and found! Fleischmann's have made yeast a recognized source of health by popularizing the vitamin story.

The Precious Voice campaign of Lucky Strikes brought forth a new virtue—no throat irritation—in an old, established product.

One of the increasingly common functions of the

advertising agency is to ferret out new uses for, or new virtues in, old products. This can be—and often is—done within the manufacturer's organization. But more often today it is being done by advertising men who see products in terms of their advertising and merchandising possibilities, whose minds are trained and equipped to pick from a half dozen angles the one that will appeal to the buying public.

Occasionally, some adroit mind discovers merchandising possibilities in a by-product and, through common-sense advertising, it becomes a profitable item. Such an instance is that of Kleenex 'Kerchiefs—introduced as cold cream removers and now used in a dozen other ways besides.

While no agent pretends to offer the services of his staff to run a client's business, it so happens that the varied experience, the trained minds of that staff time and again are able to uncover advertising possibilities, even sales possibilities, where none were apparent before. This is one of many secondary ways in which advertising agencies can serve their clients.



LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO
400 North Michigan Avenue

NEW YORK
247 Park Avenue

LONDON
Victoria Embankment

LOS ANGELES
1151 South Broadway

WASHINGTON
400 Hibbs Building

SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.

"Chicken Money"



MANY farm women readers of **THE FARMER'S WIFE** have their own incomes. Most of them raise poultry.

There is a Missouri woman whose chickens bring her a net income of \$40 a month. She has rebuilt her home and refurnished it, installing many modern conveniences. There are more than 820,000 readers of **THE FARMER'S WIFE** who can help to influence your sales volume.

Tell these progressive women about your product through the pages of their own magazine. **THE FARMER'S WIFE** is the only magazine in America published exclusively for farm women.

THE FARMER'S WIFE

A Magazine for Farm Women

Webb Publishing Company, Publishers
St. Paul, Minn.

Western Representatives

Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives

Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

What Is the Best Form of Sampling?

Packer's Tar Soap, Ipana Tooth Paste, Wheatena, and Other Well-Known Advertisers Give Their Views

By Norman Lewis

Vice-President, Chappelow Advertising Co.

UNDER the heading, "The Correct Sampling Plan," [PRINTERS' INK, May 19, 1927, page 52], the editor made this very sound observation:

"When sampling is being considered in the sales plan, it is worth while making a brief study of the sampling plans that have been tried out by manufacturers of various types of merchandise. Such a survey would reveal the different means of sampling and their application in specific markets."

After reading this statement, I felt it would be both interesting and illuminating to make just such a study. I wrote to a considerable number of leading advertisers in various fields: breakfast food, soap, table salt, tooth-paste, hair dressing, tobacco, etc. I asked each one: "What forms of sampling have you used in past years (house-to-house, through retail stores, through food shows and exhibitions, through coupons in magazines, etc.)? What forms do you use now, and to what extent do you use each? Which of these forms have you found to be most resultful, or economical, or otherwise most satisfactory?"

When the replies were carefully analyzed and checked, it was found that 63 per cent had demonstrated reply-to-inquiry or "coupon-sampling" to be the most satisfactory; 25 per cent preferred the house-to-house method; and 12 per cent sampling through retail stores. Numerous other sampling methods were mentioned, but none outside of these three was given a first-choice vote.

A large soap manufacturer wrote: "We have used mail, house-to-house, store, dealer and fair-booth sampling. We use largely house-to-house and store sampling at the

present time. We have found house-to-house sampling the most resultful and economical."

A breakfast food manufacturer has mainly used two methods, reply-to-coupon and house-to-house. He says of each: "Most of the sampling we have done in past years has been that in connection with our magazine advertising; in other words, samples sent out upon requests coming in as a result of our national magazine advertising. We have done some house-to-house sampling the last two years which we believe has brought us good results. Such sampling has been done in connection with newspaper advertising in the same town, so that it is difficult to determine to what the increase in sales volume should be attributed.

NO FAVORITE METHOD

"We have no means of knowing which of these two forms of sampling brings in the best results, as the samples sent out through the magazine advertising are widely scattered, while those put out by house-to-house sampling are in large numbers in a concentrated area. For quick results, undoubtedly the house-to-house sampling in a limited area would show the best results."

Another breakfast food manufacturer is more undecided in his views: "We use all kinds of sampling, but there is some difference of opinion even with us as to the best method. The bulk of our sampling is house-to-house, and we should probably vote for that, although we shall try this summer some other forms that may serve as a substitute for it. A very large amount of our sampling is done through coupon inquiries from our magazine adver-

tising. We value this form very highly indeed."

A manufacturer of a dessert product tried, last year, some house-to-house sampling which was far from satisfactory. This sampling was done in six cities: two in New York, two in Ohio, and two in Massachusetts. In three of the cities, sample bottles were distributed; in the other three, recipe booklets only. Sales in each group of three cities showed a 21 per cent increase at the end of the year. This would seem to prove that the distribution of sample bottles to the housewife has no greater bearing on the increase in sales than the distribution of a recipe booklet only.

The above advertiser comments: "Our sales for the country increased last year something like 77 per cent, while our increase in sales in the three cities in which recipe booklets were distributed, also those cities where the sample bottles were distributed, was only approximately 21 per cent. In other words, even with this detailed work our sales in these particular towns showed only approximately one-third as large an increase as we enjoyed the country over. Naturally, this was most discouraging to us, as it had been our feeling that sampling had a decided value and that by placing samples and booklets in every home and actually handing these samples or booklets to the housewife, our sales would show a decided increase. The actual figures, however, proved otherwise.

"As to whether or not we will carry on sampling in the future, our feeling at the present time is that we might far better spend our money in national advertising. Sampling is decidedly costly, as you know, and unless we can secure results considerably in excess of what we have been able to secure in the past I feel that it is very unwise for us to carry on any additional work along this line."

This same advertiser, however, features a sample offer in his national magazine advertising, using a reply coupon and offering to send a sample for 10 cents. (The samples distributed in the six cities

were free.) Of this plan he writes: "Replies from this coupon have been most satisfactory, and we are daily receiving hundreds of them."

A well-known salt company likewise frowns upon house-to-house sampling. It writes: "Years ago we did house-to-house sampling in the East, and we have for a long time distributed large numbers of samples through retail grocery stores. Both methods we have found quite unsatisfactory from our standpoint. Fundamentally, it is our feeling that no one is particularly interested in a sample that is just handed out. But if a manufacturer can get a number of people to spend 2 cents in postage in writing for a sample, the value of each sample is much increased.

"We, therefore, have cut down to quite an extent on our distribution of samples through retail groceries—first, because there is a lot of waste involved, and secondly, because we are not at all convinced that a bunch of samples handed out by a grocer does us any good.

"We have placed increased emphasis on the coupon pulling powers of our advertising, feeling, as we stated above, that when a person takes the trouble to sit down and write us a letter and pay 2 cents postage on it, a sample in such case really does us some good."

A "REPLY-TO-INQUIRY" BOOSTER

One of the best-known manufacturers of tooth-paste is another booster for the reply-to-inquiry form of sampling. This firm writes: "At present the general consumer sampling which we do is confined almost exclusively to the mailing of sample tubes or packages of our various items, to those who write in directly for them or send in coupons which appear in our national magazine advertising. Most of our advertising at the present time carries a coupon requesting a trial size of one of our items.

"In addition to this type of sampling work, we do considerable sampling on our tooth-paste in schools throughout the country, as a part of the educational work

The New York Times G A I N S

Circulation ~ Advertising

IN New York City and suburbs alone 25,332 more persons buy The Times on week days than a year ago. The average net paid sale week days in November was 403,111 copies.

The average Sunday sale in November was 694,615 copies, a gain over 1926 of 43,252. Of this increase 84% was in the City and Suburbs.

The present sale of the Sunday edition exceeds 700,000 copies.

This steady substantial gain is among readers of the highest quality. They are attracted by no contests, premiums or exploited features—solely by The Times excellence in gathering and printing all the news.

In November The Times published 2,660,934 agate lines of high-class censored advertising, 61,963 agate lines over the corresponding month of last year, and an excess over any other New York newspaper of 878,870 lines.

The New York Times

which we are doing in connection with oral hygiene classes.

"In the past we have, from time to time, tried out special sampling schemes, such as the mailing of samples to the addresses listed in various telephone directories, and by distributing samples in connection with special store drives or special weeks which have been staged by particular dealers. These plans, however, are more or less the exception to our general rule and for the most part we confine our general sampling work to the reply-to-inquiry type. In the long run, this plan seems to be the most economical and assures us in advance that the person writing for the sample has at least read our advertising material, is interested enough to sit down, fill in the coupon, and mail the whole thing to us in an effort to secure a sample of our product."

Another tooth paste manufacturer, Bristol-Myers Co. (Ipana Tooth Paste), feels the same way. It uses only the reply-to-inquiry form of sampling, saying: "We feel that sampling through retail stores would be too wasteful in our case, and we therefore confine ourselves to sampling through our magazine coupons."

A biscuit manufacturer has done no house-to-house sampling, but has sampled through stores, giving a dealer a supply of samples with an order of two dozen or more regular-size packages. He has also featured a coupon sample offer in magazine advertising. In 1924, this method resulted in a 30 per cent sales increase in country business.

The F. W. Fitch Co., manufacturing perfumer and chemist, Des Moines, Iowa, makes a very intelligent use of samples. It has found that sampling at the point of sale is most effective. Yet it does not furnish dealers with samples promiscuously. It says:

"Whenever we find that a dealer is stocked up on a slow-moving item, we furnish him with a quantity of samples and invariably he will distribute them judiciously in order to move his stock. We believe that this type of sampling is

best because it reaches the public through the source of supply and it also wins the friendship of the dealer. There is very little waste in this form of sampling and we do not believe that a manufacturer can go far wrong in honoring practically all requests of this nature. Some dealers use these samples in very ingenious ways.

"We do not believe in promiscuous sampling such as takes place at expositions and shows open to the general public. Occasions of this kind attract inveterate sample collectors who are not good customers and who place no value on the individual samples they receive. These people will often resort to various devices to obtain more than their quota of samples—for instance, changing hats with somebody else and coming back again, putting on somebody else's glasses, etc. Another angle to this type of sampling is that individual manufacturers attract little attention if their samples are distributed at the same time that dozens of other manufacturers' samples are being distributed."

HOW PACKER SAMPLES

The Packer Manufacturing Co., Inc. (Packer's Tar Soap, Shampoos, etc.), uses many forms of sampling. It offers through national magazine advertisements samples of Packer products at 10 cents each or all four for 35 cents. It sends small consignments of a couple of dozen samples free to church fairs, bazaars and entertainments where the samples are displayed and sold for the benefit of some worthy cause. It sends out free samples in very limited quantities where local retailers give them the names and addresses from a special or preferred list of their trade.

The company recently offered dealers a supply of free sample coupons. These coupons have been distributed by the dealer and call for a free sample where a dealer's customer will fill out and return the coupon to the Packer company by mail. This same idea has been tried out by some of its agents in foreign countries.

A limited quantity of free sam-

"Net - Worth" Circulation

Some day circulation statements will cease to add together their liabilities and their assets, and will show what bank statements show—**NET WORTH.**

They will show gross circulation, which corresponds to a bank's total deposits, and to arrive at **NET WORTH** they will deduct from this the liabilities.

Among the liabilities which will be deducted but which ordinarily are added to assets, are:

Incomplete pre-date editions sold outside the market area;

Street editions sold at abnormal hours;

Mid-day editions sold on the strength of misleading headlines.

It is interesting to note that in Southern California, advertisers have already learned to analyze and revise circulation statements. They no longer accept them at their purported meaning but translate them in the light of common sense. They eschew liability circulation and spend their money for the only thing that counts—**NET WORTH.** To get the **LARGEST OBTAINABLE NET WORTH CIRCULATION** they use the home-delivered, home-read, home-zone circulation of the—

Los Angeles Times

Eastern Representatives:

Williams, Lawrence & Cramer Co.
300 N. Michigan Blvd. 285 Madison Ave.
Chicago New York

Pacific Coast Representatives:

R. J. Bidwell Company
743 Market St. White Henry Stuart Bldg.
San Francisco Seattle

Smart Set Pays— And How!

THE evidence piles up! Dozens of advertisers have written that Smart Set pays. One of them, an advertiser of luxury-products ranging in price from \$85 to \$600 has written: "We consider Smart Set one of our best mediums." Another one makes the sweeping statement: "Smart Set is an extraordinarily good medium for anything appealing to the average woman."

So it goes! Proof conclusive that Smart Set pays, that the younger element possesses acquisitive, unjaded buying appetites, that Smart Set's impressionable readers—extravagant buyers of everything from expensive perfumes to kitchen cabinets—present a susceptible, youthful market, a *buying market for the next 40 years.*

"published for the 4

SMART SET
Stories from Life

119 West 40th Street, New York
Chicago Office, 360 N. Michigan Ave.
San Francisco, 802 Kohl Building

Smart Set Pays— And Why!

POPULAR story tellers, are responsible for Smart Set's growth. What do you think of the following list of headliners appearing in coming issues?

| | |
|------------------|----------------------|
| Booth Tarkington | Irvin Cobb |
| Fannie Hurst | Mrs. A.M. Williamson |
| Warner Fabian | O. O. McIntyre |
| Tom Gill | Paul Whiteman |
| Paul Hervey Fox | Thomas Edgelow |
| Helen Rowland | James Oppenheim |
| Elmer Davis | Charles Divine |

the 4,000,000, not the 400"



ples is offered to teachers in schools who have classes on health and hygiene. In some cases, actual demonstrations of shampooing are made and the samples then distributed, and in other cases, the methods of shampooing are studied and the Packer manual, "The Care of the Hair," used as a textbook.

"The distribution of the paid-for samples," say the Packer company, "is, we believe, the most satisfactory and the most economical, and brings the best results. We feel strongly that the absolutely free sample is immediately depreciated in the eyes of the consumer. The consumer has a habit of measuring values instinctively by the cost. If something costs nothing, it registers that way. On the other hand, if a consumer has sent 10 cents in stamps or coin as well as written a letter, this in a way is a measure of the value to him of the sample secured. This same idea is carried out by the coupon. The consumer to get his sample must spend at least 2 cents to send the coupon to us for his sample.

"The retailer's list is where we get nearest to the free sample, but in sending this out we also write the consumer and say that the sample is sent at the request of the local druggist and mention the store's name and address."

The Wheatena Company sends out a great many samples in response to inquiries from its magazine advertising. It writes: "We have used in the past two methods of house-to-house sampling. In one, we hired a fairly good class of men and calling on the house, rang the bell, handed the housewife the sample with a short two-minute talk. For a number of years we found this method very satisfactory. After the war period, when the cost of this class of labor became prohibitive, we adopted the method of distributing the samples by simply ringing the bell and handing the sample in with a remark to please try it and then buy it at the grocery store. Both of these methods have their good points and for many products house-to-house sampling is a very good form of advertising."

The Wheatena Company concludes with a paragraph which I believe aptly sums up this whole problem of "What is the best form of sampling?" It reads: "We do not think that any set method of sampling can be laid down that will apply to all kinds of products, but feel that it is advisable and necessary to try out all the different methods to find out which one gets the best results for any particular commodity."

To Publish New Canadian Magazine for Women

The MacLean Publishing Company, Ltd., Toronto, Ont., will publish a new magazine for women, the first issue to be dated March, 1928. This magazine, the name of which is being selected by a contest, will be devoted to topics of interest to women presented from a Canadian viewpoint.

Fred Kingston Advanced by Willamette Equipment

Fred Kingston has been made manager of the Willamette Equipment Company, Portland, Oreg., succeeding the late Harold P. Richards. Mr. Kingston has been sales manager for the last few years.

New Cement to Be Advertised

Dragon Super Cement, a new product of the Lawrence Portland Cement Company, New York, will be advertised during the coming year in newspapers, trade papers and by direct mail. This account will be handled by O. S. Tyson and Company, Inc., New York advertising agency.

Burnham & Morrill Account to Lavin & Company

The Burnham & Morrill Company, Portland, Me., canned food products, has appointed Lavin & Company, Inc., Boston advertising agency, to direct its advertising account.

P. K. Craig with Stillson Press

Paul K. Craig has joined the advertising staff of The Stillson Press, Inc., New York. He was formerly vice-president and sales manager of the Laundryette Manufacturing Company, Cleveland.

To Direct Advertising of Esmond Blankets

The Esmond Mills, Esmond, R. I., have appointed the Husband & Thomas Company, Inc., New York advertising agency, to direct the advertising of Esmond blankets.

, 1927

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Look into this subject of "Rural America"



And see what this easy-to-
reach, easy-to-sell, less-com-
petitive field of 50,000,000
holds for you

(turn to next page)

These people are buying every day . . . from you?

If you were to count noses on the farms of America's 3,066 agricultural counties, you would find 50,000,000 men, women and children.

And if you were to look into their habits, their mode of living, their ways of spending . . . you would find them buying automobiles, breakfast foods, radios, spark plugs, rouge, wrist watches, everything that urban folks buy—and more, because there's the farm equipment to think about.

The selling possibilities in Rural America are tremendous, particularly when you know these millions have both the money and the inclination to buy. And, besides, the keen competition that makes selling in Urban America difficult has not yet extended to Rural America.

Those who know Opportunity—and get busy, now—will find Rural America a highly remunerative field for labor.

Pick your markets in the most productive areas

Stop for a moment and see what Rural America is made up of. Every one of its agricultural counties fits into some natural grouping with similar counties. The result is a series of compact, individual, readily-accessible markets that simplify selling.

Some markets are better than others. Concentration of purchasing power determines their value. To choose correctly and apply selling effort where it will bring the greatest returns is a problem for manufacturers and distributors.

An accurate rating of all the 3,066 counties in Rural America, showing their real worth as selling areas, is now available in the new Marketing Guide to "The Other Half of America's Market." Those who have applied it to their business say it is the most valuable they've ever used.



The Marketing Guide presents practical and dependable information to sales and advertising executives. It was compiled by disinterested, unbiased authorities, for the Standard Farm Paper Unit. Copies are distributed by appointment to advertisers and advertising agencies.

(turn to next page)

Tell Rural America —but tell it to the buyers

Rural Americans are informed buyers who know what they want—they read. In over 2,000,000 farm homes . . . in the nation's most productive areas . . . the papers of the Standard Farm Paper Unit are read regularly.

In these productive areas are 90 per cent of America's farms . . . 89 per cent of farm crops . . . 84 per cent of farm automobiles . . . 87 per cent of farms free from mortgages . . . 90 per cent of the Standard Farm Paper circulation.

*Here are your best prospects, and
one, unified medium that reaches
them—effectively and economically.
Ask us for full details.*

The **STANDARD FARM PAPER UNIT**

One order—one plate—one bill

WALLACE C. RICHARDSON, General Manager

CHICAGO

NEW YORK

Courtney D. Freeman, Western Manager
307 North Michigan Avenue

Willard R. Downing, Eastern Manager
250 Park Avenue

San Francisco, Kohl Building

*Your sales problem is national—but your dealer's is always local
The Standard Farm Papers meet both!*

Missouri Ruralist

The American Agriculturist

The Wisconsin Agriculturist

The Breeder's Gazette

Pennsylvania Farmer

The Prairie Farmer

Ohio Farmer

Wallaces' Farmer

The Progressive Farmer

Michigan Farmer

The Nebraska Farmer

Kansas Farmer

The Farmer, St. Paul

Hoard's Dairyman

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Charles E. Mitchell Takes a Peek at 1928

He Reports That the Coming Year Shows Every Sign of Being a Highly Prosperous One Both Abroad and at Home

By Charles E. Mitchell

President, The National City Bank of New York

BY and large, the outside world has made a great deal of progress this year. I do not count China where revolution, disorder and political chaos has prevailed and still prevails, though it is interesting to see that the love of trade inherent in the Chinese has, in spite of all the handicaps, made a year that looks like a comparably good record in its commercial activity. I do not count Russia where the disease of Bolshevism still rages, making contact unsafe for the world at large.

I do not count Mexico where conditions at best are far from sound, but even there I see hope in their to be sure somewhat tardy payments on external debts as evidencing a realization of their obligation to the rest of the world to set their house in order, and again I see hope in a better understanding with the United States resulting from the contact that will be given in the person of that most intelligent, fair-minded and sympathetic American Ambassador, Dwight Morrow.

But elsewhere in the countries of importance there has been progress. Abroad the situation is at least progressive and on the whole promising.

But what of the situation at home? I see no cause for apprehension over the outlook. Just now business appears to be a little slack in some lines, particularly the steel and automobile industries, and it is evident that the final showing for 1927 with respect to volume and profits will not measure up fully to the high standards of 1926. Gauged by average performance, however, the year should

be a good one and well in line with conservative expectations expressed at its beginning.

If there are any of us present who are inclined to doubt the validity of 1927's claim to a good rating, I invite attention to a comparison of the principal business yardsticks as they have reflected in industry and trade in 1927 and 1926. In each case the figures given represent the cumulative totals from the beginning of the year to the latest available date.

Bank debits throughout the country, excluding New York City and its speculative markets, show an increase of 4.3 per cent.

Total railway car loadings, despite the decrease in coal traffic resulting from the strike, show a decrease of only 2 per cent.

Railway car loadings of merchandise and less than carlot freight, which reflect chiefly manufactured products, show an increase of .1 per cent.

Consumption of electric power in industry in each month has been close to or above corresponding levels of a year ago.

Building contracts awarded show an increase of .05 per cent.

Cotton consumption an increase of 13.6 per cent.

Shoe production has shown an increase of 8 per cent.

Wool consumption an increase of 12 per cent.

Cement production an increase of 4.7 per cent.

Steel and automobile production afford the only conspicuous examples of decreases, the former showing a decline of 7½ per cent, and the latter a decrease of 19 per cent.

These figures demonstrate conclusively how far-fetched is the current talk of depression. It is true that the increases shown are in some cases very small and that in a number of instances decreases appear, but aside from the steel and automobile industries, the losses are insignificant and lend emphasis, rather than otherwise, to the impressive character of the

Extracts from a talk delivered December 8 at Chicago before the Industrial Club of Chicago.

year's accomplishment. Unquestionably, 1927 will show an average level of business standing up close to that set in any one of the most active years in our history.

Considering the handicaps which business has had to overcome this year, the record of accomplishment is most gratifying and affords convincing evidence of the fundamental soundness of the present situation. Disastrous floods, the collapse of cotton prices in the fall of 1926, the multiplication of small bank failures through the Middle West, unseasonable weather for retail trade during much of the year, and finally the practical shutdown over a period of six months or more of one of our greatest manufacturing units—The Ford Motor Company—have given business a severe test from which it has emerged with flying colors.

INFLUENCE OF THE FORD SHUTDOWN

Looking forward to the future, it seems to me that the worst that can happen has happened and that conditions should gradually work toward improvement. There is no doubt in my mind but that the shutdown of the Ford plants has been one of the most important factors tending to restrain business during recent months. When it is considered that this company represents in production nearly half the automobile industry, affords direct employment in its Detroit shops and subsidiary lines throughout the country to some 150,000 workers, and affects indirectly the employment of hundreds of thousands of others through its dealer organization and the orders which it places for materials and supplies, the effect of such a suspension may be readily realized. There is no doubt, too, that the expectant public attitude toward the new Ford product has tended to hold back the demand for other makes and thus affected the operations of other manufacturers as well.

Due largely to the Ford situation, the production of cars thus far this year has fallen approximately 625,000 units below that of a year ago and has been the lowest of any year since 1924. The

industry, however, is not going to take any permanent steps backward. Demand for cars has merely been accumulating and unless all signs fail, 1928 will be a year of record-breaking volume in motor production with consequent benefit to all lines of business.

In our domestic credit situation I believe lies another reason for anticipating a continuance of good business. I am unable to see eye to eye with those who raise the cry of inflation. For two years, excepting a contrary movement in recent weeks, commodity prices have shown a declining trend, offering no incentive to the accumulation of inventory and multiplication of forward buying which constitutes the breeding ground of inflation. It is true that there has been a considerable expansion of bank credit since the low point of the post-war deflation reached in 1921. One has to remember, however, that the volume of business which the country is carrying on is constantly increasing, and that the amount of bank credit outstanding should in the normal course of things increase from year to year.

Over the long period since 1870 to the beginning of the war, the average annual increase of bank credit has been precisely 5.7 per cent. Over the last six years since 1921 the average annual increase has been 5.2 per cent, and for the latest year—that ended June 30, 1927—was exactly 5 per cent. Certainly this is not excessive, nor does it bear out the contention of inflation.

Contrast these figures with those in periods of real credit inflation such as the period from 1914 to 1920 when the annual rate of credit expansion was 11 per cent, and that from 1900 to the panic of 1907 when the rate was 9.5 per cent.

What is more, since the fall of 1924, the total expansion in demand deposits of banks has been but little more than 5 per cent. Increases in deposits have been largely in time deposits, the total expansion in this class being about 32 per cent. Approximately 80 per cent of this increase in time deposits reflect savings accounts requiring presentation of a pass book

More Than
198,000
Daily

Los Angeles Examiner

More Than
425,000
Sunday

"The Greatest Salesman in the West"

5c. DAILY

DECEMBER 15, 1927

10c. SUNDAY

EXAMINER'S SUBURBAN COVERAGE TAPS RICH CONSUMING CENTERS

40-MILE AREA HAS MANY LARGE CITIES

NO newspaper in Los Angeles taps the rich suburban, 40-mile trading area of the nation's fifth greatest market like The Examiner! Providing its advertisers with the largest morning and Sunday circulation West of the Missouri, and the greatest home-delivered circulation of ANY newspaper in its territory, The Examiner clinches the bargain for those who want to influence ALL this famous 40-mile zone by providing more than 90,000 Sunday reader-groups in suburban Los Angeles.

Many Rich Cities

THAT area includes such consuming centers as Pasadena, the golden home-city of Southern California wealth; Whittier, Long Beach, with a population of 141,000; San Pedro, the Harbor City of Los Angeles; Pomona, where there are more automobile dealers than grocers; Monrovia, where virtually one out of every two families read The Sunday Examiner; Santa Ana, heart of the rich orange belt, and Ocean Park as well as Venice, with 10,000 families between them.

The next nearest morning paper provides only 54,000 Sunday. The Examiner also leads all the other papers daily in suburban circulation, with the exception of one evening paper whose official report shows that it combines with 14 smaller mediums at from 15c. to 25c. a month extra charge.

On Newport Bay!



THROUGH waving palm fronds one looks out upon Newport Bay, scene of aquatic carnivals, port of yachts and racing boats, home of 875 families. It's within the 40-mile trading area of Los Angeles!

LOS ANGELES THIRD IN U. S. IN BUILDING

WITH building permits in Los Angeles for October exceeded only by New York and Chicago, and those cities registering decisive losses over the same period of last year, compared with a gain here of \$437,869, the value of this market as a place in which to sell building materials becomes more than ever significant.

And just how well The Examiner fits into such a selling activity may be seen in the fact that in the first 10 months of 1927 this paper regularly carried about three times as much local building materials advertising as the next nearest publication. In total local and foreign building materials advertising we swept across the line with 5,460 more lines than the paper in second place.



Building permits in Los Angeles regularly total more than half the aggregate permits of the 73 largest cities on the Pacific Coast!

and—if the banks so require—30 days' notice before withdrawal. Again I say this is not inflation, the usual manifestations of which are an increase in demand deposits, the ordinary currency of industry and speculation.

It is true that in the last few months the expansion of credit has shown signs of exceeding a normal rate of increase. This should make us cautious, particularly in that quarter whence the unusual demand has been coming, namely, the stock market, but I see no occasion for alarmist statements regarding the use of credit in ordinary business transactions.

Nor again can I see eye to eye with those, and I judge it is a wide public, who are fearful of the effects of exports of gold and who keenly watch the newspapers, which unjustifiably headline every sizable shipment. This is a matter which, if we will but understand it, should give us no apprehension. Remember that an increment in the gold supply of other countries is but the basis of a credit structure and the more that gold can be thus put to work the less will be the requirements of that country for outside credit facilities. Since we are the well from which credit is most largely drawn by other countries, and since the development of business arising from an easier credit situation abroad is certain to bring us trade, it is to our advantage that the gold be thus put to work where it can be most effective.

AN EXCESS OF GOLD

We have at home today a considerable excess of gold which is beyond our normal needs and therefore is not working to its full, and certain it is that any increment to it would form the basis for an inflation that would not be to our advantage. If we would then put this gold to its fullest uses, we should view with equanimity and satisfaction the shipment of our excess. Theoretically, at least, such exports could approach a billion dollars without an adverse effect upon our credit structure, and with another billion still in reserve, whose usage would be accompanied by only gradually ad-

vancing money rates. If it be suggested that even the first billion of gold exports could not take place without a tightening of the money market, a complete answer lies in the fact that the Federal Reserve Banks are in position to replace gold withdrawals by purchases of Government securities in the open market concurrently with withdrawals up to a very large sum thus always leaving the money market in *statu quo*. Whether the Reserve Banks would pursue this course would be dictated by the exigencies of the money market as it might, from time to time, develop, as well as by the recognized desirability of retaining an adequate margin of free gold for future emergencies.

I personally feel that it is an open question as to whether our present money rates are not unduly low and whether the country would not be on a sounder basis if current wealth were permitted a somewhat larger rate, even though this were to constitute a slight brake upon the activity of security markets, and I can conceive that at times it might be the better part of wisdom to permit the outward flow of gold to exercise its normal influence in the direction of moderately high interest rates. The banks of the country that rely principally on the difference between interest received and interest paid for their livelihood are sorely tempted to high rate and, therefore, high risk loans or high rate and often slowly marketable securities for their portfolios if low interest or easy money prevails for long intervals. However that may be, let us get away from the bugaboo of gold shipments and realize that they may be fully as much in our interest as in the interest of the countries causing the shipments to be made.

With a sound credit situation, a return of Ford and other leading manufacturers to a normal output, a continuance of large scale building, and the substantial improvement that has occurred this year in agricultural conditions, we have powerful influences tending to swing business back into its

The Lillibridge Viewpoint

Number Nineteen Issued from No. 8 West 40th Street, New York

We Advertise for a Client

THE latest company to become a Lillibridge client—the Jewel Tea Co., Inc., of Chicago—comes to us as a direct result of an advertisement.

The advertisement in question occupied five and one-half inches single column and was one of a series published in *Time*. This particular advertisement attracted the attention of the president of the company and he wrote us a letter and sent us a case of samples of Jewel products for study. He had never heard of the Lillibridge agency, but the advertisement impressed him sufficiently that he opened negotiations in this direct fashion.

More than a year elapsed between the writing of this letter and the signing of the contract, during which time the Jewel organization and our organization were becoming acquainted. There was no high-pressure solicitation; it was a matter of the development of mutual interest and confidence.

We believe this is a rather unusual "case" in agency solicitation; and yet it is the Lillibridge way of selling. We have no soliciting staff. We place our dependence on our own advertising and on the attention the advertising we are doing for our clients is attracting in business circles.

When you come to think of it, it does seem rather appropriate for an advertising agency to secure its clients by means of advertising!

PAGE TWO

THE LILLIBRIDGE VIEWPOINT

A Shine in London

CRUELY lettered on the side of the shine-box of a little London bootblack were these words:

Such a shine in a minute!

We stepped up and patronized. We wanted to become acquainted with one who could say so much about his business and himself in half a dozen words. We found the lad interesting and we found that his shine-box told the truth.

That shine seemed to last longer than any other that ever graced our shoes. And now, long after the shine has worn off, the urchin's slogan remains fresh and sparkling in our memory.

How much can be done with words if they are handled with imagination and sincerity: *Such a shine in a minute!*

Stamp of Humanity

WE should be thoughtless indeed did we not let the Christmas spirit creep into this issue of the *Viewpoint* to the extent of a reminder that this is the season when we can all, as individuals and business houses, help to stamp out tuberculosis by buying liberally of Christmas seals.

Psychology of Advertising

CARL SANDBURG tells this story of Lincoln, illustrative of his impressive height and the effect on people when he started to "unfold."

Lincoln was driving a two-horse team over a road heavy with mud. It was late afternoon and Abe had his back to the sunset. Along the road came another driver with a two-horse wagon. Both knew that whoever turned out would be up to the hubs in mud, and in danger of getting stuck.

"Turn out," the other fellow called. "Turn out yourself," called Abe. The other fellow refused. Then Abe, with his back to the sunset, began to rise from his seat in the wagon. Rising and rising and rising, his tall shape unfolded ominously against the setting sun.

"Don't go any higher," called the other driver in alarm. "I'll turn out."

After he had struggled through the mud and passed Lincoln, he called back, "Say, what would you have done if I hadn't turned out?"

"I'd've turned out myself," laughed Abe.

§ § §

After all, the merchant or manufacturer who advertises aggressively has considerable of an advantage over his non-advertising competitors just in the fact that he is constantly "unfolding" between them and the public and making them go "out around" on their road to market!

Sales Resistance

A *Viewpoint* reader, our former client and good friend Frank V. Burton, sends us this contribution:

Willie: "Father, what is sales resistance?"

Father: "Sales resistance, my son, is the superiority of mind over patter."

Fortunes in Hidden "Leaders"

THIS from an advertisement in the *Manchester Guardian*: "Great discoveries arise out of something which everybody has seen but only one man has noticed. The biggest fortunes are made out of the opportunity which many men had but only one man saw."

Certainly, the genesis of many an American fortune has been the "noticing" of some humble product—such as the soft stone from which Bon Ami is made, the smooth cheese which we now know as Phenix, the humble yeast cake, wheat middlings, a radiator valve—and the application of advertising to make the millions "notice" it, and buy it.

There are today, in dozens of fields, odd specialties or commonplace staples that could be lifted out of the line and used as the basis for a substantial business through the application of marketing imagination and advertising.

It would be a pleasure to us to be invited by any manu-

PAGE FOUR

THE LILLIBRIDGE VIEWPOINT

facturer, or any firm dealing in raw materials, to go over his products or manufactures to discover whether there may not be among them some unsuspected "leader" that could be developed with great profit into a business of substantial proportions.

Nothing Good is Typical

THERE is one brief passage in Tomlinson's latest book, *Gallion's Reach*, that is worthy the thoughtful consideration of advertisers. Just two sentences: *Nothing good is typical. It's a surprise.*

This observation seems to apply with peculiar force to advertising. Good advertising is seldom "typical." If it is, it fails of the first requisite of effective advertising: to attract attention.

The best advertising is "surprising" in the sense that its novelty, either of form or illustration or idea, surprises people into noticing it—jolts them out of their easy familiarity with the product or subject dealt with in the advertising; leads them into reading it, absorbing it.

Large Rivers

SOME business men reveal the same reverse thinking in their attitude toward advertising as was revealed by the man who said he had observed that large rivers were very apt to run by large cities.

They are! But the rivers were there first.

Few big advertisers started as big advertisers, but fewer would be big if they had waited to advertise in a broad spirit of faith until they were big.

6133-12

 RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET - NEW YORK

Telephone Longacre 4000

Established in 1899

stride and to put 1928 definitely in the list of years that have brought good times to the United States.

Let us not, however, make the mistake of expecting that prosperity is to be won without effort. The time has passed when antiquated and inefficient methods can succeed. There is no longer room for waste and inefficiency in industry. The record of less satisfactory profits made by many lines of business during the last year affords eloquent testimony of the increasing intensity of competition and prompts us to diligence.

In this connection let me impress one thought. We enjoy the greatest degree of prosperity and reach the highest standard of living when the greatest volume of things are being produced and the greatest volume of things are being consumed, and when production and consumption are in balance. These constitute a two-horse team, and it is the slow horse and not the fast one that sets the pace. In the past decade our intelligence and our resources have been most definitely applied in improving the methods of production and in increasing its potential volume. I do not go so far as to say that we have reached the apex of efficiency in this regard, but we have at least reached a point of efficiency which is far and away greater than ever known before in the world's history.

So much for production, the fast horse. But what of consumption? Instalment buying, the convenience and efficiency of chain stores, mail-order houses and department stores have given it stimulation, but it is still the lagging horse. If the dollar earned by the producer would consume more of goods, the price of the goods must be lowered, and considering the low profits currently reported, not only by producers but by all those many agencies entering into the distribution and merchandising of goods, it would appear that there is little room for further reduction of price to the consumer. The answer then must lie in the elimination of waste processes that exist between production and consumption to the end that this elimination may reflect itself in lower prices.

I cannot but believe that if the same degree of high intelligence that has been exerted in perfecting our productive processes is persistently applied in the next few years to the problem of distribution and merchandising, the amount of waste will be determined and the means found for elimination thereof.

Looking then into the year 1928, where, from an economic and financial standpoint, there is presented every opportunity for the development of certainly a greater degree of prosperity than was presented during the last half of the current year, the only real source of skepticism would seem to lie in the fact that it is a presidential campaign year. Now we have developed the thought, and historically there certainly is a justification for it, that presidential election years bring bad business. The fact of the matter is that in such election years, the political parties usually introduce planks into their platforms that involve vital economic questions, questions such as the maintenance of the gold standard, protection or free trade, sectional differences, foreign relations, running so far even as to questions of peace or war.

But in the coming campaign I am wondering whether it is possible to give any prominence whatever to questions that are of vital economic importance. Are not the questions likely to be of far less economic importance than ordinarily is the case? It seems to me that they are, and if I am right, then it would follow that we can largely eliminate the political campaign as an adverse factor in business.

Perhaps you will say of my analysis that I am an optimist. A contemplation of our country with its vast territory, unimpeded by tariff barriers, its intelligent hard-working people and their high standard of living, its natural resources, its producing facilities never equalled anywhere at any time, a Government ever working in the interests of the people and a comparison of these conditions with those prevailing elsewhere in the world makes of me an optimist.

How Much Do You Back Up Your Jobbers' Salesmen?

A Retailer Tells What He Thinks of the Effort of the Bridgeport Chain Company to Make It a Personal Matter

By Arthur H. Van Voris

Retailer of Hardware, Housefurnishings and Sporting Goods

MEETING the approach of numerous jobbers' salesmen, as a retailer, I have often wondered to what degree the manufacturers whose lines are handled can feel assured of enthusiastic, whole-hearted and competent presentation. In the hardware field, for example, any one well-established jobber must carry products of scores of different manufacturers. It is out of the question to assume that the jobber's representative, on his comparatively frequent but brief calls on the merchant, can be expected to exert any great selling impetus on many of these lines. It is simply out of the question.

Nor is he a specialist. The vast number of products covered prevents this.

However, now and then some manufacturer has been far-sighted enough to devise a means of winning considerably more than the ordinary amount of attention for his product through jobbing channels. Whenever a manufacturer is successful at this business venture, I say, as a retailer, that he has displayed rather unusual business acumen.

A first-class instance of this very thing came to my attention recently and even though the outcome did not terminate, so far as we are concerned, in a sale for the manufacturer through his local jobber, the tie-up and co-operation between the jobber's salesman and the manufacturer is so unusual to me that it may prove interesting to you, as well.

Myron Van Buren calls on us for a long established firm of hardware jobbers whose headquarters are in Schenectady. He visits our store about every other week and on his next to last call he told us about a new way of selling chain,

as put out by the Bridgeport Chain Company. This device consists of what is known to the trade as the Orange Seal Stand—a rack a little more than four feet high with four removable reels holding different kinds of commonly used chain.

Mr. Van Buren went into full detail of the selling merits of this stand, telling us of the number he had sold and of the results various dealers were having in increasing their sales of chain.

Although the proposition looked good and there was no questioning his sincere desire to have us take on an outfit from his house, still, due to certain conditions, we demurred and he had to take our regular stock order without adding this item to it. The outfit cost the dealer slightly more than \$30, and with the suggested resale price showed a handsome margin for the dealer.

THE EPISODE FORGOTTEN

So, being occupied with other affairs, upon Mr. Van Buren's departure the episode of our introduction to this Orange Seal Stand for selling chain passed from our mind.

But not for long.

The rest of the story deals with how this manufacturer backs up its jobbers' salesmen.

Although I have not had an opportunity to question Mr. Van Buren upon the actual working of this co-operation, it is not difficult to deduct its procedure.

I presume that upon his return to Schenectady from this particular trip during which he had visited his customary itinerary of hardware stores, his orders for the Orange Seal Stands were checked and when a dealer was found who they thought should have ordered an outfit, down went his

Complete Coverage of The BOOTH NEWSPAPER AREA

ONE OF AMERICA'S 15 LEADING MARKETS

In The 8 Principal Centers in Michigan
There Are:—



118,894 Water Users

165,686 Net Paid City Subscribers



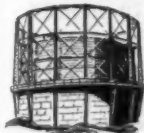
119,652 Telephone Subscribers

165,686 Net Paid City Subscribers



158,623 Electric Users

165,686 Net Paid City Subscribers



131,164 Gas Consumers

165,686 Net Paid City Subscribers



161,455 Families

165,686 Net Paid City Subscribers

1,254,000 Total Population

265,564 Total Net Paid Circulation

A. B. C. Net Paid 6 Months Ending Sept. 30, 1927

Grand Rapids Press

Saginaw Daily News

Jackson Citizen Patriot

Muskegon Chronicle

Flint Daily Journal

Kalamazoo Gazette

Bay City Daily Times

Ann Arbor Times News

I. A. KLEIN, Eastern Representative
50 East 42nd St., New York

J. E. LUTZ, Western Representative
6 North Michigan Ave., Chicago

THE BOOTH PUBLISHING CO.

name on a list. When this list was completed, it was forwarded to the manufacturer.

Then the Bridgeport Chain Company stepped into these vacant gaps with a letter to the recalcitrant dealers. This letter brings the Orange Seal Stand back into the picture and makes another tie-up with the particular jobber's salesman who is known to the dealer from his regular and frequent calls.

It's a good letter. Here it is:

Myron Van Buren of the Clark Witbeck Company tells us that for some reason he has been unable to sell you an Orange Seal Stand—the new way to sell chain.

It is not our intention to tell you how to run your business. We cannot help feeling, however, that you haven't got the story of the Orange Seal Stand right, or, frankly, you would have bought one. We say that because of the letters we are getting from other dealers who have the stand, and the fact that no dealer who has a stand would part with it unless he could get another.

I am going to give you below the contents of two letters just as they came to us from the two hardware dealers and then leave it to your good judgment about buying a stand.

Wm. P. Walters' Sons say:

"We consider your chain outfit one of the best sales helps we have installed. The saving in time by which you can show the customer at once all the various sizes and the facility by which it can be readily uncoiled and cut to any length, not only increases the sales, but saves much valuable time of the salesman."

Mr. C. E. Fitzgerald writes:

"This assortment shows the best of profit; in fact, one of the most profitable items we have in the store."

The next time Mr. Van Buren is around, it would be good business on your part to order the stand or better still, sign the enclosed card and mail it today.

A Government postcard, addressed to Mr. Van Buren in care of Clark Witbeck Company, was enclosed. It read:

Mr. Van Buren:

I have decided that I want one of those Orange Seal Stands at your regular price and terms to us. This is your order to ship it along.

The inner page of this letter is devoted to an illustration of the stand, close-ups of the four kinds of chain on the reels and a cut of

the box assortments of hooks and snaps. Then a full description of this stand is given and a detail list of the contents of the reels, with net and suggested resale prices, carrying out the attractive profit involved.

Regardless of whether or not the individual dealer decides to take it on or pass it up, based on the original introduction by the jobber's salesman and coupled with this letter which backs him up as a personable representative known to the dealer, the tie-up is 100 per cent complete. The combination surely must bring a worth-while response to the manufacturer and the jobber and this boost which the salesman receives cannot help making him enthusiastic for the product.

But remember this.

As a hardware jobber, the Clark Witbeck Company has thousands of items to sell to the trade. How many other manufacturers have taken a fore-grasp upon a selling situation with such a highly hand-in-hand assistance

M. G. Farrell, Editor, "Mill & Factory Illustrated"

Morgan G. Farrell has been appointed editor of *Mill & Factory Illustrated*, New York. He was until recently editor of *Industry Illustrated* and associate editor of *Industrial Management*, both of New York. He was at one time engaged in industrial engineering practice.

New Account for Perry Advertising Service

The Brozaire School of Accountancy, Baltimore, has appointed the Perry Advertising Service, of that city, as advertising counsel. Newspapers in Maryland, Virginia, North Carolina and the District of Columbia, together with direct mail, will be used.

Christine Schlicker with Norcross

Miss Christine Schlicker, formerly secretary and production manager of the Hazard Advertising Corporation, New York, has joined Norcross, also of New York, publishing and advertising.

Death of E. C. Hatch

E. C. Hatch, Eastern representative of the *Ontario Farmer*, Toronto, Ont., died recently. He was formerly with the *Farmer's Guide*, Gardenvale, Que.

Uninteresting to the casual reader—"MUST" News for The City of Influential America

Late Saturday afternoon, December 10, The United States District Court in St. Louis handed down a decision affirming the Interstate Commerce Commission's order governing the recapture of excess income of railroads. This decision vitally affects every important railroad in The United States.

It was telegraphed from St. Louis and published in full text in the next issue of The United States Daily, Monday, December 12.

Immediately came requests for extra copies of the paper—requests from railroad officials, executives of big corporations, and large holders of railroad securities all over the country.

This is the type of news that has made The United States Daily a MUST paper for men of affairs—that has made it the dominant paper in The City of Influential America.

**Sell Influential America
And You Sell All America**

The United States Daily

Established March 4th, 1926

The Only Daily Newspaper Devoting Itself Entirely to the Official News of the Government

DAVID LAWRENCE
President

Executive Offices:
Washington, D. C.

VICTOR WHITLOCK
Vice-President and
Director of Advertising

New York Office:
Graybar Building
420 Lexington Ave.

Chicago Office:
London Guarantee Bldg.

Detroit Office:
Dime Bank Building

Member A. B. C.

Circulation Now in Excess of 30,000 Net Paid A. B. C.

Oklahoma City VOTES \$10,329,000

PROSPERITY insurance for Oklahoma City and its trading territory was approved by Oklahoma City folks on November 29th when a \$10,329,000 civic improvement bond issue was voted, calling for additional schools, sewers, streets, fire protection, flood control surveys and the removal of railway tracks from the heart of the downtown district. Since 1920, Oklahoma city has had a population increase of approximately 64%. That Oklahoma City is today enjoying an unprecedented growth is evidenced by a glance at the building permits issued during the month of October, when the city ranked twelfth of all the cities in the United States.

The recent bond issue assures a continuance of this progress. Oklahoma City construction program for the next twelve months will exceed \$27,000,000.

9000.00

BOND ISSUE

for Public Improvements

Agricultural Oklahoma, too, offers a splendid opportunity for sales efforts. According to early estimates by the state board of agriculture, Oklahoma farmers will enjoy a farm income this year of \$530,000,000 . . . an increase of \$29,641,000 over last year's bumper production.

A thorough coverage of these two prosperous markets is easily obtained through the biggest two newspapers in the state . . . and Oklahoma's only farm paper.

The OKLAHOMA PUBLISHING Co.

{ The DAILY OKLAHOMAN
 OKLAHOMA CITY TIMES
 The OKLAHOMA FARMER-STOCKMAN }

E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Detroit Kansas City Atlanta San Francisco

Dealer Support



The dealers in smaller town America sell the brands their customers know about and ask for.

Their customers are influenced by the publication they enjoy most.

You can support your smaller town dealers by advertising to 700,000 smaller town American families in their favorite publication.

The HOUSEHOLD JOURNAL

IRA E. SEYMOUR, *Advertising Manager*
BATAVIA, ILLINOIS

Chicago Office
Rhodes & Leisenring, *Managers*
Bell Building, 307 Michigan Blvd.
Central 0937

New York Office
A. H. Greener, *Manager*
116 West 39th Street
Room 825

CHARTER MEMBER OF AMERICAN HOME MAGAZINE PUBLISHERS



These seals fight tuberculosis. Buy them.

Defiance of Tradition Helped Build This Business

Courage to Go Ahead When Dealers Said They Wouldn't Dare Offer Product for Sale Led to Success for Traub Wedding Rings


By Oscar De Camp

ALTERING the form or color or direction of a thought as it wings its ethereal way through the human brain is often of more tremendous difficulty than changing the course of a river. Indeed, it has come to be considered no more difficult to snatch up a river from its age-old bed and send it sluicing seaward by another way than it is to throw a bridge across a valley. But changing the texture of human thought in even so slight a degree as might be represented by the weight of an insect's wing, that is a task that has more than once taken centuries of time and defied the strength of armies. Let him who doubts it try to supplant superstition with reason, not in another's mind, but in his own.

The task which confronted the Traub Manufacturing Company when it undertook to change wedding rings from plain gold bands to ornamented bands was not quite so Sisyphean as suggested in the preceding paragraph. With the help of advertising, the company succeeded in changing the thoughts of its dealers and the public from opposition to giving up the old to an acceptance of the new in much less than a century of time and with less force than we are accustomed to think of as belonging to an army. The story of how the change was effected and

the sales and advertising strategy employed in building up a successful manufacturing business from little more than nothing to a considerable volume should be interesting to others whose products are in the so-called gift class, the purchase and continued use of



By this Symbol  you may know

LOOK FIRST for the Traub symbol in selecting an engagement or wedding ring, for all genuine Orange Blossom Rings—and only Genuine Orange Blossom—are marked with this symbol. Then choose, from the hundreds of Orange Blossom styles, the one that suits your taste and at the same time meets the practical consider-

ation of price. You may be sure that every Traub creation meets fashion's latest word and represents the finest materials and workmanship. Then, and only then, may you write for all time the question of style and value and satisfaction. Genuine Orange Blossom is proud to live in it, and displayed by the latest jeweler everywhere.

TRAUB MANUFACTURING COMPANY
NEW YORK, N. Y.
DETROIT, MICHIGAN
LOS ANGELES, CALIF.
SAN FRANCISCO, CALIF.
PHILADELPHIA, PA.
CHICAGO, ILL.
ST. LOUIS, MO.
CINCINNATI, OHIO
COLUMBIA, S. C.
MEMPHIS, TENN.
NASHVILLE, TENN.
KANSAS CITY, MO.
ST. PAUL, MINN.
DULUTH, MINN.
PORTLAND, ORE.
SEASIDE, CALIF.
SAN DIEGO, CALIF.
SAN JOSE, CALIF.
SACRAMENTO, CALIF.
OAKLAND, CALIF.
ALBANY, N. Y.
ALBANY, N. J.
ALBANY, N. J.
ALBANY, N. J.

T R A U B



MOTION PICTURE STARS ARE BEING FEATURED IN THE PRESENT TRAUB CAMPAIGN

which have their origin in human sentiment.

Up to 1913, the Traub Manufacturing Company was a small concern producing a varied line of scarf pins, brooches, fancy rings, and other small lines of jewelry merchandise. The owners of the company had for some time been of the opinion that there ex-

isted a market for a decorated wedding ring, that could be sold in place of the unadorned gold band which convention and religious preference had for centuries regarded as correct. The origin of the wedding ring was thereupon investigated and its history studied. The first bride and groom to make use of a wedding ring as a part of the marriage ceremony, of which there is a record in history, was Isaac and Rebekah. Orange blossoms, it was also discovered, have been symbolic of weddings from times as ancient. Thus was Traub's idea of the "Genuine Orange Blossom" wedding ring evolved.

Having definitely decided to go into the manufacture of a wedding ring of such design, the problem confronted the company of how best to overcome the idea that anything but a plain, unadorned band of gold was a sacrilege—an idea probably originated by our Puritan ancestors and others to whom the severest simplicity became, at least in all religious matters, an ideal. Religious preferences and sentiment are the least easily changed of all other human convictions. When the company discussed its plans with dealers, it found many who declared that an ornamented or decorated wedding ring could not be marketed successfully, and they plainly said they considered it a sacrilege to attempt it. Still other dealers flatly refused to show this product, in spite of the fact that they would have been the first to benefit from its success. An unpleasantly large number of these dealers remained obstinate for an unpleasantly long time.

SOCIETY WAS APPEALED TO FIRST

Along with this problem of dealer acceptance the company recognized that success on a universal scale could only be brought about with an article like a wedding ring (which besides its religious significance had always been affected, though in a smaller way, by the whims of fashion), by having the "Genuine Orange Blossom" ring adopted first by society, or by such representatives of society

as frequent the style centers of the country, namely, New York, Chicago and Atlantic City. The Orange Blossom line at this time was rather limited as compared with the present line. Then it consisted of three or four platinum numbers of wedding rings only. They were elaborate, expensive and heavily jeweled. The leading jewelers in the three cities mentioned were first approached. At the same time advertisements were inserted in three or four fashion and theatrical periodicals.

The space used was small, though copy and art work was as dignified as possible in an effort to impart a feeling of quality and refinement to the product. The rings were grouped in panels with ornamental borders; sprays of orange blossoms were used for embellishment. The text was rather long as compared with present-day tendencies. It was largely explanatory and historical—pointing out that the company in offering its line of "Genuine Orange Blossom" wedding rings was not originating something new so much as it was reviving an ancient custom, that of decorating the wedding band, and that the motif of the decoration, i. e., the orange blossom, was the most significant of all decorations or symbols connected with marriage customs and ceremonies.

This advertising, backed by energetic merchandising with retailers in principal cities, continued for two years. It was successful in achieving its purpose, viz., it established a vogue for Orange Blossom wedding rings among the wealthier classes.

The next problem was to reach the large middle class of people. Gradually periodicals of a more general type were added to the list of class publications. The size of space was increased to half pages and more comprehensive assortments of rings were shown. Illustrations represented fashionable surroundings, luxurious motor cars and smart-looking couples. The text continued to be explanatory and historical, quoting passages from famous authors and poets about orange blossoms and their

"Mother Steps Out"

—is the name of our new
booklet that describes
the ten-year change in
women's living

Send for
a Copy



McCALL'S MAGAZINE

236 W. 37th Street

New York

significance in connection with marriage vows.

At this time a booklet entitled "Wedding Ring Sentiment," was introduced and offered in every advertisement. This booklet, which is now in its tenth edition, has been a most important factor in establishing the Traub line both with the public and with dealers. Its most prominent feature is a series of fourteen paintings, reproduced in full color, portraying the marriage ceremony from the earliest times to the present. There are represented in succession the Hebrew, Grecian, Etruscan, Roman, Saxon, Fifteenth Century English, Old French, Seventeenth Century English, German, the American of Civil War days and a number of present-day fashionable weddings. Returns from the advertising as indicated by requests for this booklet have always been considered satisfactory and have been useful in securing new dealers.

In 1920, the next change in Traub copy was effected by making a still further improvement in its physical appearance. A higher type of art work was used showing wedding scenes in the most exclusive circles of society. The text, still historical, wove an interesting romance around the wedding ring and brought in references to various quaint traditions of marriage customs through the centuries. This series was followed during the next couple of years by illustrations of famous churches from the larger American cities, captions accompanying them explaining points of interest.

The next distinct change in the physical appearance of Traub copy was made in 1924 when more of the product was featured and less history. Black backgrounds were used quite extensively and more care was employed in retouching the rings to bring out the beauty of the craftsmanship and style. The text called attention to the delicate workmanship, to the significance of the orange blossom design, to the trade-mark, "Traub," and to the copyrighted words, "Orange Blossom." This was done as a matter of self-protection against the imitations and

infringements that were beginning to spring up on many sides. The advertising copy being used at the present time, featuring photographs of popular motion picture actresses, began in 1925. The text of this series calls attention more specifically to the quality, the style and the value of Traub rings, and emphasizes the name "Traub Orange Blossom."

In order to find out whether weddings took place in larger numbers at particular seasons of the year than at other seasons, the company wrote to every county clerk in the United States and enclosed a questionnaire. The clerk was asked to state the number of marriages performed in his county by months throughout the year. The information obtained from these questionnaires showed that marriages occur by months in the following percentages:

| | % |
|-----------------|------|
| January | 6.8 |
| February | 6.5 |
| March | 5.8 |
| April | 7.5 |
| May | 7.6 |
| June | 12.0 |
| July | 7.8 |
| August | 8.7 |
| September | 9.6 |
| October | 9.1 |
| November | 9.4 |
| December | 9.2 |

Traub advertising is therefore scheduled to appear in publications during the months of March, April, May, June, September, October and November. Slightly less than \$1,000,000 has been spent for advertising during the ten years that Traub Orange Blossom Rings have been advertised. This appropriation has varied from \$5,000 to \$50,000 annually with equal amounts for merchandising and dealer helps. The company's volume of sales has grown tremendously during this period of time. From the limited number of retailers who handled the product when the national advertising started, there are now over 1,600 active dealers on the company's books. The success of the campaign is an excellent illustration of the statement that it often pays to defy tradition and disregard the advice of those who believe a thing cannot be done.

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One Price —for All

The Boston Evening Transcript has but one rate — the same for national as for local and classified advertising.

There is no sound reason for any other policy. The Transcript circulation is of such unique quality that every copy reaches a reader with the buying power to enjoy your products.

Concentrated in a natural buying area—the circulation of the Boston Evening Transcript affords the advertiser a group of buyers that can be reached effectively in no other way.

Boston Evening Transcript

Highest ratio of BUYERS to readers

National Advertising Representatives

CHARLES H. EDDY CO.

R. J. BIDWELL CO.

Boston New York Chicago

San Francisco Los Angeles

LARGEST

Daily and

in the Entire



Ask for your copy of "The Oregonian Market" Book. It gives accurate information concerning this rich territory.

UNBROKEN DOMINANCE OF THE

STIR CIRCULATION

and Sunday

the Pacific Northwest

NOW, as always, The Oregonian has the largest circulation of any newspaper in the entire Pacific Northwest: over 106,000 daily; over 158,000 Sunday.

The Oregonian is read in homes. Less than 6% of its circulation is street sales.

The Oregonian is a quality newspaper, selling at 5 cents a copy. All other Portland newspapers sell for 2 or 3 cents.

Because the people of Portland and the surrounding territory rely on The Oregonian for full and accurate news and advertising, it is by far the greatest influence in the Oregon Market.

The Oregonian

PORTLAND, OREGON

The Great Newspaper of the Pacific Northwest

Circulation over 106,000 daily, over 158,000 Sunday

Nationally Represented by VERREE & CONKLIN, Inc.

New York Chicago Detroit San Francisco
85 Madison Ave. Steger Bldg. 321 Lafayette Blvd. Monadnock Bldg.

THE OREGON MARKET FOR 76 YEARS

In LOUISVILLE, KENTUCKY ~

Plans are being laid for

The Greatest AUTO SHOW

ever staged south of the Ohio River

JANUARY 16th TO 21st

Automotive Dealers have already started planning to make 1928 their biggest and most successful year. Their first move was to advance the date of Louisville's 1928 Auto Show.

This will arouse intense public interest in automotive products at the earliest possible date in 1928, and enable Louisville Auto Dealers to make Hundreds of sales several weeks earlier than heretofore.

Every year The Courier-Journal and Louisville Times publish the major share of Automotive advertising in Louisville. For the first 11 months in 1927 these progressive newspapers made a gain, Daily and Sunday combined, of over 156,000 agate lines; and the other Louisville newspapers, Daily and Sunday combined, showed a LOSS of over 173,000 agate lines—the Result of Results!



now
over
167,000
daily

now
over
135,000
Sunday

The Courier-Journal

THE LOUISVILLE TIMES

(Member of the 100,000 Group of American Cities)

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

What a Manufacturer Should Know about His Dealer's Business

More Especially Relating to the Merchandising Problems of the Lumber Dealer, but Applicable Elsewhere as Well

By Francis A. Maulsby

"I WONDER how many of the manufacturers whose products I sell are ex-grocers. There must be a lot of them!" remarked a prosperous lumber dealer to me recently. "Either that, or else they got their start in a corner drug store, judging by the selling and advertising methods they use on me. They seem to think that people drive up to lumber yards and buy wall board, lumber, cement, roofing, and brick the same way they go to the grocery store or the drug store to buy soap, toothpaste, or breakfast food."

My friend's criticism of the merchandising methods of these manufacturers may be a trifle harsh, but I must admit it fell upon somewhat sympathetic ears, for I had just finished a trip through the East, South and West in which I had had ample opportunity to study the various phases of the lumber dealer's sales problems.

Analysis of the facts indicates pretty clearly that no manufacturer of a commodity product distributed through the retail lumber industry can hope to achieve maximum results from his sales and advertising efforts until he sees these six fundamental factors in their proper perspective:

I. The proper classification of his own product;

II. The trend toward service in the retail lumber industry;

III. The buying habits of consumers;

IV. The manufacturer's own salesman—the key man in the entire marketing program;

V. Skilled workmanship in the application of his product—its importance to manufacturer, dealer, contractor, and consumer.

VI. Advertising, both general and retail, that fits the sales problem.

Let's consider these six fundamental points, examine the mistakes commonly made by many manufacturers, and see what can be done to correct them.

I. The proper classification of the manufacturer's product.

It is but human for a manufacturer to see in his product, especially if it is the sole offspring of his factory, striking qualities and irresistible appeals which remain invisible to the non-parental eye of dealers and consumers. The manufacturer considers his product a *specialty* at the very least. Perhaps it was a specialty once, but the chances are that it has long since become a commodity. The first cement on the market was a specialty but now every brand of cement is a commodity. The first wall board was certainly a specialty, but today you can ask any lumber dealer for a brand by name and you will receive any one of the three leading brands—or some other wall board, according to which brand the dealer happens to carry—and he will completely satisfy you that there is no real difference in the intrinsic value of these several brands. The same can be said of the various brands of oak flooring, sheathing papers, "dipt" shingles, and prepared roofings. That new insulating material which is being advertised so successfully today may even now be in the transitional stage; it was certainly a specialty a few years ago but it is almost sure to become a commodity or the generic term for all brands of a commodity within the next ten years.

The point is this: If your product is actually only one indistinctive brand of a commodity, don't lose your salesmen's confidence and bore your dealers by requiring your salesmen to tell fairy stories

about your product to the trade—and don't expect miracles from consumer advertising alone.

II. The trend toward service in the retail lumber industry.

When the word "retailer" is used in most businesses, it brings to mind a relatively unprogressive individual.

But any manufacturer who thinks of the modern lumber dealer as belonging in this category is doing both himself and the dealer an injustice. The average retail lumber yard has been in business for years and years, frequently for several generations. The proprietor of that business is usually one of the leading citizens of his city or town and almost invariably the best business man in local building activities. He acts as business adviser to carpenters and contractors and, with the possible exception of the architect, he knows more about the right kind of materials to use for a given job and the best method to use those materials than anybody else in the community.

Today, the lumber dealer does more than simply carry materials. He actively solicits business from architects, contractors, speculative builders and home owners. He also gives service. Delivery service, of course; but also estimating, planning and advising (both as to selection of materials and workmanship).

The lumber dealer is usually a more expert estimator on material and labor costs than his carpenter-contractor customers; no lumber yard today is too small to have at least one book of free home plans; and some larger dealers even have a financing department for prospective home-builders.

The carpenter-contractors referred to above are not, of course, the larger contracting firms specializing on new construction—schools, banks, business blocks, etc. I refer to the great mass of contractors and carpenters who are largely dependent upon the lumber dealer. That is, they are not as a rule in a position to shop around for materials but habitually favor the dealer who regularly extends them credit, puts them in touch

with prospective jobs, helps them prepare estimates, etc.

The more progressive lumber dealers today are finding it desirable to get into the contracting business themselves to a greater or lesser extent as a means of controlling both labor and materials on a given job. From 10 per cent to 15 per cent of all lumber dealers have general or specialized contracting departments of their own and according to the editor of a leading lumber dealer's trade journal this percentage is "growing rapidly."

III. The Buying Habits of Consumers.

When these wall boards, these roofings, and these cements were first introduced—that is, when they were novelties or specialties—there was some reason why home owners and prospective home owners should buy them the way they buy any new and distinctive product—by looking up a dealer and asking for them by name. But as these various products became well-known and commonly accepted as the things to use, the public began to buy them more and more like any staple commodity, various brands of which differ chiefly in name only. So, today, we can lay down this general rule:

Building commodities are not bought by brands; both contractors and home owners accept whatever brand their dealer happens to handle.

In the city or suburban markets, the average home owner thinks of a new cement sidewalk, a new porch, or an additional room in the attic, as a job to be done, not as materials to be purchased. So he first gets in touch with some carpenter or contractor, selected at random from the telephone directory or recommended by some friend or neighbor. Right then and there, the brand of every building material to be used in that job is already settled. The home owner leaves the brand to the contractor, and the contractor in turn is perfectly satisfied with whatever brand his dealer happens to carry.

In rural districts, the farmer drives to the nearest lumber yard

No Disrespect to Grandfathers, But---

A new generation is operating American Farms. They are worldly-wise, national minded, and busy. Practical farm paper editors and farm paper advertisers have quit talking to their grandfathers. They address this generation. Farm Life is editorially geared to their speed, meshed with their minds, conserves their time, and delivers the kind and quality of service the farmers of this generation need and use. Groups served by other farm papers are important. But your business needs the approval and the patronage of the Farm Life group of more than a million farm families who read Farm Life because they like it.

T. W. LeQuatte

Advertising Manager

Farm Life

Spencer, Indiana

—if there is more than one in town he goes to the dealer whom he likes the best personally—and accepts whatever brand the dealer carries.

How does this affect the manufacturer's local advertising? Let's take a specific case—a gypsum manufacturer, The X Company. In a small residential city The X Company advertises its plaster-board in the local paper, full-page space, every day for a month, featuring the idea of adding an extra bedroom in the attic. The X Company has only two dealers in this city; its chief competitor, The Y Company, has four dealers. What's the result of the advertising campaign? The X Company successfully sells the idea to home owners of adding a plaster-board enclosed bedroom in their attics—but 90 per cent of the contractors the home owners called up happened to be customers of The Y Company dealers. Result: The X Company advertising increases The Y Company's sales nine times as much as it increases its own.

This again illustrates the importance to the manufacturer of selling the best dealers, and more of the best dealers than his competitor sells, which brings us logically to a discussion of

IV. The Manufacturer's Salesman—The Key Man in the Entire Marketing Program.

Even today there are many manufacturers of building materials who are making one of the following four mistakes regarding their sales personnel:

1. Hiring a boy to do a man's work;
2. Requiring a good man to sell too many lines;
3. Losing their best men by not paying them enough.
4. Failing to provide their men with simple, practical, merchandising ideas to give their dealers.

In the case of some products, it is true that the salesman is a relatively unimportant factor. Take, for example, an inexpensive soap product which the housewife buys frequently in small quantities. With the help of advertising, it is not difficult to sell enough important grocery jobbers to secure distribu-

tion in the majority of America's almost innumerable retail grocery outlets. Advertising will then keep the product in sufficient demand for the grocer to consider it as one of the regular items he must keep in stock.

Under such conditions, several manufacturers have achieved nearly perfect distribution in the grocery field, or in the drug field, without themselves employing a single direct salesman. Their jobbers' salesmen may have from 5,000 to 50,000 items on their price lists, but no great selling ability is required to call regularly on the retail grocery or drug trade and take orders for the items the dealers are "getting low on."

No great selectivity of dealers is essential, either. Within the limits of ordinary credit restrictions, the salesman sells everybody and on an equal basis.

Ordinary honesty, energy and reliability are about the only assets such a salesman needs.

Contrast these conditions with those obtaining in the retail lumber and building supply fields. As against 200,000 or more logical prospective outlets in the retail grocery field, we have not over 10 per cent of that number to whom we can expect to sell our particular brand of building materials.

But the biggest difference between the grocery or drug jobber's salesman's job and that of the building material manufacturer's salesman lies in what happens to the goods after they are sold to the retailer. In the grocery field, the salesman's responsibility rests when he has taken the order from the retailer and perhaps put up some display material; in the building material business, the salesman will not build up a substantial volume unless he is enough of an executive and tactician to develop business-getting activities on the part of his retailers. He must show them how to sell his product and must help them sell it.

Some practical knowledge along technical lines is also required of the successful salesman in the building commodity field. He must be able to talk intelligently to

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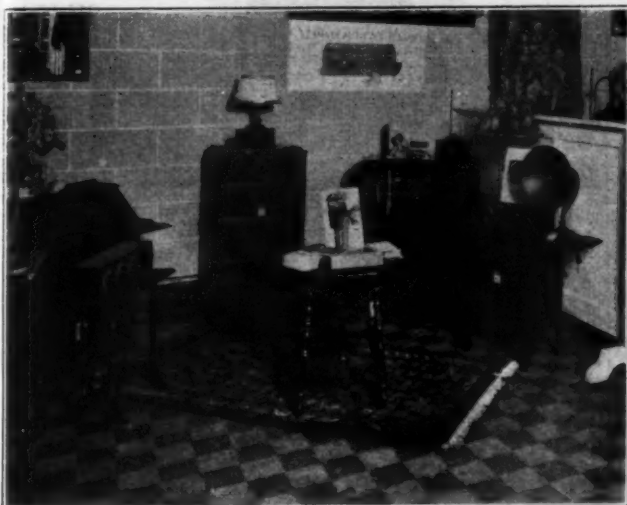
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* This furniture store has an attractive series of booths in which radios are shown. Sales volume goes hand in hand with good display and the furniture store knows how.

THE furniture and homefurnishings store is selling about 95 per cent of all homefurnishings today. There is a small percentage of these things sold by interior decorators and specialty shops, but these outlets make their appeal to the few who can afford to pay fancy prices for their services. Unless a manufacturer has a limited output of only very expensive merchandise he will do better to sell to the furniture and homefurnishings store which serves the great mass of ordinary mortals. *Furniture Record* is edited for this latter outlet and the fact that its net paid A. B. C. circulation leads all others is evidence that it does its work well. Its advertisers will tell you the same of its advertising.

*Name upon request.

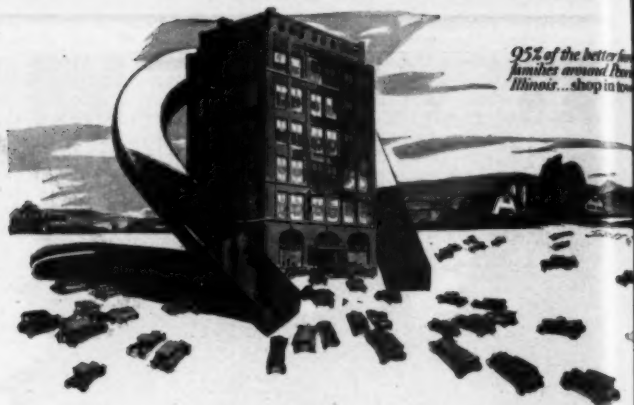
Furniture Record
Broadcasts every
Friday at 2:30 p.m.
over WGL New York
City, 294 meters.

FURNITURE RECORD

A Magazine of Better Merchandising
for Home Furnishing Merchants
GRAND RAPIDS, MICH.



For More Than 27 Years The National Magazine of the Furniture Trade
A.B.C. A.B.P.



Like A Great Magnet

the City's Stores draw trade from miles around

EVERY merchant today realizes that his customers don't stop at the city limits . . . but check up on your own records—you may be astonished to see how large your farm trade has grown!

From every part of the country, merchants report a constantly mounting fraction—20%, 40%, 60% of their retail trade is with farm families. Thanks to the automobile and good roads it's as easy to come to the city today as it used to be to get to the crossroads store—and the modern farmer has modern standards of service and merchandise that no crossroads store can meet.

With the same demands as town dwellers, and with equal appreciation of things up-to-date, farmers turn to the city store for the needs of their families and their farms.

And actual analysis of merchants' books, checked against Country Gentleman circulation lists, shows conclusively that this growing worth-while farm trade is blanketed by *The Country Gentleman*.

That's why more manufacturers of branded merchandise use *The Country Gentleman*, in preference to any other farm paper, to tell the story of their products to the farmer.

NET PAID CIRCULATION

August, 1925 . . . 804,000 copies

December, 1927 . 1,500,000 copies

They Live in the Country

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BLOCK AND KUHL CO.

RETAILERS IMPORTERS
 GENTLEMEN

ALL CORRESPONDENCE SHOULD BE ADDRESSED TO THE EDITOR

PEORIA, ILL.

November 11, 1927

Curtis Publishing Co.,
 Philadelphia, Pa.

Gentlemen:

We are tremendously interested to see manufacturers of men's and women's apparel, also home furnishings, increasingly bring their product to the attention of the people in the country.

Probably one-third of our charge accounts are out-of-town, and the proportion of each trade is even larger.

I had occasion to look over your Country Gentleman subscription lists of various districts, from which our trade is drawn, and I recognize these people, in a large measure, are buyers of our best merchandise, and their names appear extensively on our books, as "prompt pay."

It is safe to say that 90% of your readers, in our shopping territory, visit our Peoria merchants.

We have noted, in recent years, a great change in the tastes of farmers and their families. This is characterized by a new-born "style consciousness" and appreciation of things up-to-date.

Today, we are catering to the "country gentleman," his wife, sons, and daughters, with the full realization that they are keeping fully abreast of the times, and that their merchandise demands are exactly the same as city folks.

Some years ago, it was an event for people in rural communities, to visit the city. People living along hard roads, which lead to Peoria from all directions, come in to shop almost as frequently as our Peoria customers; in fact, they are regular patrons of our stores, and think nothing of driving thirty or forty miles, after eleven o'clock, at night.

Our own business has prospered because we have been quick to respond to the changing needs of our country customers, and manufacturers, who have not noted these changing conditions among a large part of our buying public, should not longer delay in reaching the outlying trading areas.

When so many farmers ask us for nationally advertised merchandise, we know that some manufacturers must find that it pays.

Yours very truly,

C. Block
 Vice Pres. & Gen. Mgr.

The Country Gentleman

THE CURTIS PUBLISHING COMPANY
 INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA

—but they Shop in Town

architects, contractors, building committees and individual consumers, as well as to lumber dealers.

But the commodity product the salesman is selling absolutely lacks distinction. This means he must really sell *intangibles*. He must sell *ideas*—his company's dealer policies and practical, simple, inexpensive merchandising plans the dealer can use in developing his business.

The selection, training, supervising and holding of really successful salesmen is the most important sales job the manufacturer of a building commodity has to do. Conversely, almost the worst misfortune that can befall such a manufacturer is to have his best salesmen leave and go to a competitor, and thus to be forced to fill their places with green men.

V. Skilled Workmanship in the Application of Products.

When a motorist buys a new automobile of standard make, he can get complete satisfaction from his purchase without the necessity of employing a chauffeur. But when the same motorist buys cement for a new floor in his garage, or roofing for a new roof, or quartered oak flooring for his living-room, he is not sure of satisfaction until the material has been applied by a skilled workman.

The importance of skilled workmanship in the application of most building commodities can scarcely be over-emphasized. Yet few are the manufacturers, apparently, who make due provision for this factor in their sales and advertising plans and practices. Here are some of the advantages that accrue to the manufacturer who devises measures by which home owners are insured of skilled workmanship when they repair or remodel their property with his product:

1. A minimum number of complaints from dealers, resulting in
2. Reduction in the time of high-salaried home office executives, branch managers, and factory representatives in following up complaints—corresponding about them and inspecting and adjusting them.
3. Increased confidence of home owners in the manufacturer's brand

as against all competing brands;

4. The standing out of the manufacturer's brand in the minds of progressive dealers as the preferred brand to push.

Naturally, as the importance of skilled workmanship becomes more generally accepted by manufacturers and through their advertising, by home owners, the more progressive dealers and their more efficient carpenter-contractor customers automatically get more and more of the business which today may be grabbed—and abused—by their so-called "gyp" competitors.

When and if skilled workmanship in the application of the product he sells is insured, the manufacturer's salesman has more time for productive selling—and that means a chance to increase his salary or bonus, or both.

VI. Advertising, Both General and Retail, That Fits the Sales Problem.

When a manufacturer of one of these building commodities that was once a specialty continues to advertise it in general periodicals as if it still were a specialty, and as if home owners habitually go to their nearest lumber dealer to buy it, the manufacturer is, in effect, advertising for all his competitors—advertising for the whole wall board, roofing, or cement industry, as the case may be. And such advertising is necessary—it is always necessary to *keep people sold* on one commodity as against another commodity which can be used for the same purpose. But it is only half the job.

The other half of the commodity manufacturer's general advertising job, and the half that is most commonly neglected, is the more difficult task of injecting into that advertising some element which will result in the interested prospect actually buying the advertiser's product instead of a competitor's product. Such an element in the advertising will also, of course, automatically build dealer goodwill for the manufacturer. The solution of the manufacturer's marketing problem involves the solution of his dealers' merchandising problem.

Suppose, for example, the manu-

facturer in his general advertising not only establishes the quality of his particular product, but stresses the importance of skilled workmanship in the application of his product and tells the home owner that the one sure way to get skilled workmanship is to call up the dealer who carries the manufacturer's product and get his recommendation on the contractors in town best qualified to do the particular job in view. In short, let the manufacturer sell his own dealer to the people in his community as their logical source for satisfactory workmanship as well as satisfactory materials.

Then let the manufacturer go one step farther and supply his dealers with local advertising that advertises *their* business as a whole, and which introduces the manufacturer's product in a relatively incidental way—in the natural way. Local advertising that makes the lumber dealer stand out in the home owner's mind as the man to go to first, the man who can show him practical working plans, who can give him expert advice on financing, on selection of materials, and on the all-important matter of selection of reliable contractors to do the particular job in mind.

Unfortunately, a great majority of building commodity manufacturers today are offering their dealers local advertising which is practically 100 per cent advertising of the manufacturer's product with a space for the dealer's name to be inserted by the local newspaper. The dealer's sales of the manufacturer's commodity product is usually less than 5 per cent of his total sales—yet he is generally asked to stand 50 per cent of the cost of the manufacturer's advertising!

But constructive retail advertising must be sold—it will not sell itself. The average lumber dealer is not much of an advertising man and has not analyzed his own sales and advertising problems to the point where he sees his prime need so clearly as to recognize the right kind of advertising at sight. But this modern lumber dealer is a very intelligent citizen and is quick

to appreciate the strategy of the type of advertising recommended above, when it is presented by a good salesman.

The principal need today in the building commodity field is for more manufacturers who, whether actuated by the Golden Rule or a desire to be "selfishly unselfish," see the true wisdom of developing advertising that meets their dealers' biggest merchandising problem, as the first logical step toward increasing their own sales and profits.

How Long Is a String?

THE SHERWIN-WILLIAMS CO.
CLEVELAND, DEC. 5, 1927.

Editor of PRINTERS' INK:

I have been very much interested in reading the article appearing in *PRINTERS' INK* of December 1, entitled: "How Many Letters Should There Be in the Collection Series?" Inasmuch as the title asks for an answer to the question, how many letters should there be in the collection series, I am taking the liberty of replying by asking another, how long is a piece of string? To my way of thinking, trying to determine how many letters should be in a collection correspondence is a good bit like attempting to ascertain how many doses of medicine are necessary to cure disease.

I am inclined to feel that the human race is over-doctored, and that debtors are over-written. It is also my opinion that a predetermined set of collection letters is a nice theory, but a poor practice in that it does not provide for taking care of a reaction from the debtor.

I doubt very much that a sales manager ever laid down a sales system providing for a given number of calls on a prospect, and it seems to me that it is just as unwise to give the credit department similar instructions.

W. A. GORRELL,
General Credit Manager.

John A. Barron Starts Own Business

John A. Barron, who has been advertising manager of the Knox Hat Company, Inc., New York, for the last two years, has resigned to start his own business as an advertising counselor. He will make his headquarters at New York and will act in an advisory capacity for several men's and women's apparel concerns.

Athey Company Appoints Hurja, Chase & Hooker

The Athey Company, Chicago, manufacturer of window shades and metal weatherstripping, has appointed Hurja, Chase & Hooker, Inc., Chicago advertising agency, to direct its advertising account. Building, architectural, and general magazines will be used.

The Outlook

120 East 16th Street New York

December 15, 1927

Dear Ettinger:

Two months ago I told you I would give you a NEW OUTLOOK to serve our advertisers -- an OUTLOOK that will occupy a unique place in the magazine field in that it will always report the most important news events of the day in the light of their effect on tomorrow.

I think you will agree that I have kept my promise -- in the form of the magazine, in the spirit of its editing, and in the character of its contributors.

Certainly the Al Smith articles, Edna St. Vincent Millay's "Fear", James Boyd on "Tastes in Fiction" -- have given you an idea of what to expect; and soon will come Don Marquis, Bertrand Russell, Christopher Morley, and many others as significantly outstanding.

The cardinal idea back of the new magazine is that of super-reporting -- reporting the most important ideas and events intelligently, for intelligent people interested in the future. I am definitely giving our subscribers this super-reporting and in so doing am gaining for your advertisers a keener reading interest which cannot help but reflect itself in increased sales results.

In every page of our editorial content, we ask the best informed experts in each field to advise us what are the most important topics of the week. We then report on these without prejudice, intelligently -- and quickly.

This holds true of our theatre and book reviews, of our foreign news "Windows on the World" and of our "Ivory, Apes and Peacocks" Department, in which we report in a most interesting style what manufacturers

The Outlook

120 East 16th Street New York

Mr. Ettinger .. II

December 8, 1927.

or stores are materially contributing to the art of living.

To accomplish this we are using the most able and authoritative writers of today. Beginning with the New Year we will add still more editors and writers on women's interests, Wall Street, automobiles, music and art -- and an absolutely original slant for parents which will interest even the most sophisticated reader.

This explains why it will be necessary to increase the number of editorial pages beginning with our January fourth issue.

At the same time, I am glad to be able to quote to you from the Circulation Department that they can assure an average gain of better than five hundred new subscribers a week over the next fifty-two weeks. In the last eight weeks we have added 4800.

Our aim is to make such a quality weekly that to be seen carrying The OUTLOOK will instantly stamp a person as mentally alert -- kept well informed by the best writers, influenced by the best editorial minds.

Sincerely yours,

Frank Puffer Bellamy

rr

Publisher.

Mr. Wm. L. Ettinger, Jr.,
Advertising Manager,
The OUTLOOK,
120 East 16th Street,
New York City.

Fitting the Glass Slipper to the Cinderella Product

In the Case of the Sea Sled, the Magic Transformation Was Indeed Remarkable

By James C. McGrath

IN many organizations making a line of products there is usually to be found at least one of them which has not appeared to warrant a great deal of sales effort to put it across. Frequently these neglected products are made merely to satisfy and hold the good-will of a small number of customers. Also the existence of some of these Cinderella products may be traced to seasonal slumps in the main line where the factory would be idle if not kept busy by these fill-in numbers.

At one time this situation existed at The Sea Sled Corporation, of New York, maker of the Sea Sled marine run-about. For many years all of this company's sales effort was centered upon large models of the Sea Sled costing \$3,100 to \$8,500. Little advertising was used. There was no dealer organization. Sales were made by the company's own salesmen in a rather limited territory. Sales resistance in the Sea Sled's logical field presented an unusual obstacle.

When it comes to boating, whether a man owns a twenty-foot cat-boat or a hundred-foot mahogany cruiser, your fan is a slave to traditions and customs. Amateur yachtsmen are extremely prejudiced against anything that crosses marine traditions.

The Sea Sled is so radically different from the conventional boat

that its best prospects looked upon it as an unwanted freak. It breaks all laws as to what a boat should look and act like. The bow of the Sea Sled is square. Its bottom takes the shape of an inverted V, instead of the usual V. Its sides almost meet the water at right-angles, instead of sloping to a cen-



That little Thing will do what no other craft in the World can do.

There is a HULL protected by exclusive patents.

- 1 All motorboats—by no other, it is the best for all of these things.
- 2 It is the only one which has a double-planted bottom.
- 3 It is the only one protected against water loadings by a double-planted bottom.
- 4 It is the only one which will run successfully dry in a quarry and the only one which is practically non-corrosive.
- 5 It is the only one which gives far better, fisherman and hunter, fishing and hunting.
- 6 It is the only one which delivers much more speed than any other boat and makes more miles of water than any other boat.

Two big boat dealers

are up to the moment to see the Sea Sled. It is the only one which will run successfully dry in a quarry and the only one which is practically non-corrosive.

List Price \$3,100 to \$8,500

If you ever thought it was impossible to drop that under-estimated little boat, you try the Sea Sled.

Model 13

For Charterboard Motors

SEA SLED
THE SEA SLED CORPORATION
100 Avenue of the Americas, N.Y.C.
100 Avenue of the Americas, N.Y.C.
100 Avenue of the Americas, N.Y.C.

See how you can make it all in one day.

SEA SLED

SPEED . . . WITH COMFORT AND . . . SAFETY

MODEL 13, A FAST OUTBOARD MOTORBOAT, WAS ORIGINALLY A NAMELESS ROWBOAT

tral line at the bottom. Although an open boat, it is practically impossible to capsize one in rough water at any speed. The peculiarly shaped bottom makes the Sea Sled slide over the top of the water, instead of forcing its way through the water as the ordinary boat does.

Because of these unusual fea-

tures, and in spite of its able performance, selling Sea Sleds presented many difficulties. To take up the time when the factory was idle, a small thirteen-foot model of the Sea Sled was designed and manufactured, perhaps a dozen at a time. When this small model was first made, about twelve years ago, it was intended to serve as a rowboat. It had no motor. No attempt was made to keep this model in stock. No particular sales effort was put behind it. If the owner of one of the larger models, knowing its worth, asked for the small boat, he got it if there happened to be one in stock.

About two years ago, when the Sea Sled Corporation took over the manufacture of Sea Sleds, it began to advertise more regularly in motor-boat publications. The boat itself was improved with the finer engines then available. But sales were still not up to expectations. The possibilities of the small model were looked into. The use of outboard, detachable motors was becoming very popular. With a few small, but vital changes, the thirteen-footer was found to be specially adaptable for use with outboard motors. It still retained all the characteristics of the big models in both action and design. It was placed upon the market in a small way and its reception was so encouraging that it was established as a regular model.

Selling one of the small models was so much easier than selling the larger boats that the company saw a way to build a dealer and jobber organization. In the first place, as the thirteen-foot model retails for \$218, the dealer does not have to tie up a lot of money in a floor model. Almost any person looking for a small boat is a prospect, and as an added inducement to carry the boat, an outboard motor can usually be sold to the person buying it, making a double profit for the dealer.

This increased distribution and sale of the small Sea Sled is expected to have an accumulative effect upon the sale of the more costly models. Learning about the qualities of the Sea Sled from the smaller models, either by seeing

them in the hands of others or owning them, an ever-increasing number of prospective buyers for the larger boats are being created. The small models not only uncover a new source of sales in people who never owned boats, but also cannot help but convince yachtsmen that their prejudices are unfounded. Besides accomplishing this missionary work, the small model, with its increasing sale, is proving to be a very profitable item.

ADVERTISING HAD TO ATTACK PREJUDICE

Last spring the Sea Sled Corporation started an advertising campaign which, while based on yachting and motor-boat publications, included intensive newspaper advertising during the boating season, and a limited use of yacht club periodicals and class magazines. The advance plans contemplated placing the advertising appropriation on a percentage basis figured in relation to volume of sales. While every advertisement told of the unique characteristics of the Sea Sled, the appeals were varied, so that many people, whether interested in a boat or not, would be tempted to read. This point is illustrated by the scope of the following headlines used: "Dog Talk and Boat Talk," "Golf Widows, Ahoy!", "The Marine Counterpart of a Roadster," "Says One G. father to Another," and "How Fast Do You Want to Go?"

There was no mistaking what the advertisements were about, however, because in each there was a large cut of a Sea Sled, usually prominently displayed at the top. Every illustration was one of action and speed on the water. The idea of safety is conveyed to parents by having some of the boats filled with a half dozen children. The automobile owner is reminded of the dust and jam of the highway and then is told of the speed, comfort, freedom and safety he can find in a Sea Sled. Women are told how easy it is for them to handle.

The stand-pat amateur yachtsman and his pet theories are approached with the following copy:

The Wholesale Yard Stick

The following facts on automotive marketing are a definite and safe guide for any concern that is distributing via wholesale channels.

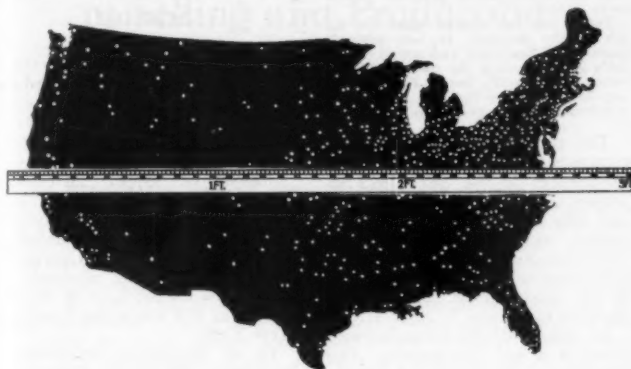
On the opposite page is a map whereon we indicate *six hundred and forty-three* First, Second and Third line automotive wholesaling centers in the United States. This presentation is the result of nation-wide surveys conducted by the Motor & Accessory Manufacturers Association and other marketing organizations—augmented by our own research investigations.

Where 60% of the manufacturers use a specific city for wholesale distribution it is considered a First line city. If 40% use a city it becomes a Second line point. If used by less than 40% of the manufacturers it falls into the Third line classification.

More intensity of merchandising method, hand-to-mouth buying, and increasing density of car population, are responsible for the ever widening scope of the wholesale market.

In a recently published 48-page book we make a complete analysis of the market, by States. It presents all wholesaling cities—gives the number of car agencies, repair shops, the populations, etc.

A copy will be forwarded, with our compliments, to any automotive manufacturer, or advertising agency account executive, who will make request.



Come to Automotive Headquarters

If you want better sales coverage—wholesale and retail—we can help you.

If you have need for market analysis, the exceptional facilities of our Research Department are at your instant disposal.

We will be glad to show how your advertising dollar will go the greatest distance in accomplishing merchandising results.

We know the industry. We know the trade. We know dealers—and how to fit them into your marketing operations.

CHILTON CLASS JOURNAL COMPANY

Publishers of Automotive Business Papers

Chestnut and 56th Sts., Philadelphia

AUTOMOBILE TRADE JOURNAL
MOTOR AGE
AUTOMOTIVE INDUSTRIES
AUTOMOTIVE INDUSTRIAL RED BOOK

MOTOR WORLD WHOLESALE
CHILTON CATALOG & DIRECTORY
COMMERCIAL CAR JOURNAL
OPERATION & MAINTENANCE

The old salt's grandfather told yours that a steel ship would never float. And his great-grandfather told your g.g. father that Ericsson's screw propeller would never propel.

Today you can depend upon the old salt on the dockhead to look solemnly down on a Sea Sled and tell you that she's got everything the matter with her except "housemaid's knee." Fine body of men—all of them—but not so good on prophecies as past performances.

The copy in this advertisement continues by telling about the early experiences of the Sea Sled's inventor, Albert Hickman, and how and why he designed it. It concludes with the statement that "The Sea Sled, which is the practical result of years of experiments, is the safest, driest, fastest small craft in the world."

In nearly all the advertisements there is a bid for dealers. One example of this is headed "Dealer Talk" and reads: "Dealers report that the little model 13 takes very little selling when you've got an all-mahogany boat with double-planked bronze-bound bottom, if in addition, she is both safer and faster than the ordinary . . . That story sells itself. If your locality isn't covered, write for terms."

The larger models are generally not mentioned in the advertisements featuring the smaller, and vice-versa. The prices of both classes appear in their own advertisements.

Miss Florence Brobeck with "McCall's Magazine"

Miss Florence Brobeck, lately editor and director of The New York Herald Tribune Institute, has joined the editorial staff of *McCall's Magazine*, New York, as associate editor.

R. D. Brickner with Joseph Katz Agency

Roy D. Brickner has joined the staff of The Joseph Katz Company, Baltimore advertising agency. He was formerly with The Fleischmann Company, New York.

Packing Account for Rochester Agency

The Rochester Packing Company, Rochester, N. Y., has appointed Moser & Cotina, advertising agency of that city, to direct its advertising account.

Jury for 1927 Harvard Awards Selected

THE jury which will determine the winning entries for advertising material submitted in competition for the Harvard Advertising Awards has been appointed. Its twelve members are:

Joseph H. Appel, advertising manager, John Wanamaker, New York; Frank Braucher, advertising director, Crowell Publishing Company, New York; George M. Burbach, advertising manager, St. Louis *Post-Dispatch*; J. K. Fraser, president, The Blackman Company, New York;

G. B. Hotchkiss, professor of marketing, New York University; Henry Lewis Johnson, president, Graphic Arts Company, Boston; T. J. McManis, assistant manager of publicity department, General Electric Company, Schenectady; Fred T. Singleton, Evans-Winter-Hebb, Inc., Detroit; H. L. Staples, president, Staples and Staples, Inc., Richmond, Va.;

Henry H. Taylor, typographer, San Francisco, and M. T. Copeland, professor of marketing, and Neil H. Borden, assistant professor of advertising, both of the Harvard Business School.

Included in the ten awards to be made is one of \$2,000 for the campaign seeking publicity for industrial products primarily through business journals, deemed most conspicuous for excellence of planning and execution.

Advertising material to be eligible for this year's competition must be submitted to the Harvard Business School, Soldiers Field Station, Boston, not later than December 31. The jury of awards will meet the middle of January for the purpose of making awards.

Harry H. Packer Buys Anderson Advertising Company

The Anderson Advertising Company, Ogden, Utah, outdoor advertising, has been purchased by the Harry H. Packer Company, Cleveland. The Anderson company was started five years ago by Harry S. Anderson.

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Merchandising—The Co-ordinator of Selling and Production

In Which a Sharp Distinction Is Drawn Between Merchandising and Selling

By Henry S. Dennison

President, Dennison Manufacturing Company

THERE is a complete lack of an accepted definition of the term "merchandising." Text books use it as synonymous with selling and with marketing. Some writers speak of it as an integral part of advertising, while others deny that it has any connection with advertising whatsoever. To individual companies the term means anything from so relatively simple a thing as the operation of warehouses to such a complex series of relationships as the whole field of service to dealers. Department stores have used the term to cover the whole field of selecting desirable merchandise, buying it at advantageous prices and displaying it in the store so as to attract the greatest number of purchasers.

In the history of the professions there is a noticeable trend from generalization to specialization and ultimately to co-ordination of the two. Thus years ago the field of engineering consisted of only one branch. In time, civil engineers were separated from the main branch purely as a matter of convenience to distinguish the activities of surveyors in civil life from the activities of surveyors who were part of the military. And then the Industrial Revolution, and later the recognition of the line and staff principle as applied to the factory system, broke up the engineering profession into almost as many units of specialization as there are staff functions to be performed. Later still, the term engineering came to have the wider application to any part of industry which is a piece of specialized practice, regardless of whether it be a purely staff operation or not.

Portion of a paper submitted at the annual meeting at New York, last week, of the Taylor Society.

Sales management has repeated the essentials of this history of engineering. Out of the functions that have evolved from the general field of management, there is to be recognized one standing as a co-ordinating force between the job of selling goods and the job of manufacturing the goods to be sold. The function which has been so separated is, in general terms, to provide that the goods manufactured are of proper quality and in proper varieties, in sufficient quantities and sold at prices best suited to the market. This is the function that we, of the Dennison Manufacturing Company, term "merchandising."

Over a period of years, the task of merchandising has been found to consist of four elements. These are:

1. The study of the merchandise relative to:
 - (a) Creating new merchandise.
 - (b) Finding new uses for standard merchandise and
 - (c) Watching the trends of the market, particularly to avoid the retaining of items that give indication of becoming obsolete.
2. The study of the merchandise relative to estimating the amount of production necessary to meet the market requirements at different seasons and periods.
3. The study of the merchandise relative to making price estimates on special merchandise and to making changes in list prices of stock merchandise.
4. To make each line of merchandise of continuing interest to the selling organization.

To carry on this job of merchandising calls for a very special set of qualities. The successful merchandiser must have analytical power of no mean order. His analytical power must be buttressed by an exhaustive knowledge of the goods he is merchandising and a working knowledge of the businesses of many other people who may use the goods.

Not only must the merchandiser have a background of facts, but he must, as co-ordinator between factory men and sales department, be able to put his deductions from these facts before a great many different sorts of people.

This is a teaching problem calling both for patience and resourcefulness. This means, too, that while the merchandiser has his headquarters at the factory, a great deal of his time must be spent in traveling, so that he always has a direct contact with market conditions.

More than all else, the merchandiser must have and use constructive imagination. If he only piles up trade facts he becomes pedantic. If he is only imaginative he may be foolish.

The trends of the market must be carefully watched. Items become obsolete very often through the use of substitute items that offer greater value in use and are many times accompanied by greater attractiveness in price. Some items it pays to drop; some it pays to fight for. Particularly is this true where the style element enters. The merchandiser must give the answer.

The job of estimating the production required over a stated period is best done by the merchandiser. He has a first-hand knowledge of the market and both the selling and the factory organizations are freely consulted in the making of these estimates, as are the statisticians and economists. But the final estimate is made by the merchandiser. Inasmuch as careful figures are kept, showing the inventory of each line, the merchandiser has every incentive to estimate as carefully as he can, using all available tools.

The third major element in Dennison merchandising is that of pricing. This has two angles. The first of these is the pricing of special orders. In certain market conditions estimates are made so that the order may be placed with Dennison even though there may be no apparent profit in the order as such. If the market is easier a better profit may be sought. But

in either case, because he knows the market condition on the one hand and because he knows the factory condition on the other, the merchandiser is in an excellent position to give a decision which will mean most for the business as a whole.

The orders which cover our standard merchandise are priced in standard lists. But market conditions affect standard merchandise as much as they do special goods. Moreover, changes in production methods often make profitable lower prices which enable other levels of purchasing power to be reached. Then, too, that which has been a novel unit of goods might have become standard and list prices must be made for it as standard goods. To decide just when these things come to pass is a function of the merchandiser. Being in the co-ordinating position, the merchandiser is not stampeded by customers' demands, and he can consider what price changes will mean in terms of factory production schedules.

But here, too, it must be borne in mind that while the decision is the merchandiser's, in arriving at it he may consult information sources of many types. It would be suicidal did he not do so, since his decision touches so many branches of the organization.

The fourth major element in merchandising is the building up of a continuing interest in each line on the part of the men who actually sell the goods and on the part of customers who may give invaluable opinions about the goods. Merchandise men spend at least one-third of their time in the field with salesmen and with customers. It is of real consequence that customers whose opinions are respected express these opinions in the most useful fashion. The obtaining and weighing of this customer opinion are responsibilities of the merchandiser.

Merchandising, as described above, is truly a catalytic agent. It not only makes co-ordination possible, but is a positive force toward leadership and progress.

MEN ALSO READ The Journal

The Journal carried more
MEN'S WEAR
Linage
for the first ten months of 1927
than any other Portland
newspaper.

Proving that Portland's largest
afternoon newspaper is the lo-
gical medium for the national
advertiser to use who wishes to
reach the largest number of
BOTH MEN AND WOMEN
buyers in the Portland
trading area.

All for Health

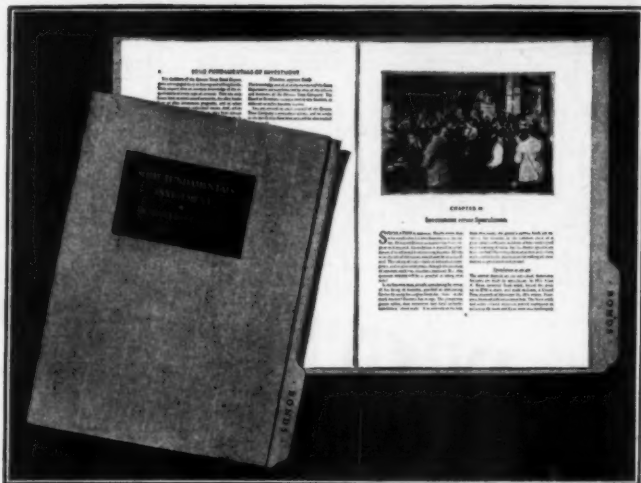


Health for All

The JOURNAL Portland-Oregon

Benjamin & Kentnor Company, Special Representatives

New York... 2 West 45th St. San Francisco, 58 Sutter St.
Chicago... Lake State Bk. Bldg. Los Angeles... 117 W. Ninth St.
Philadelphia... 1524 Chestnut St.



"I wonder what product or service Evans-Winter-Hebb *doesn't* write about?" asked the advertising manager's assistant, as he showed the advertising manager a copy of the Detroit Trust Company book, "Some Fundamentals of Investment."

"Here is the heavy piece in a campaign on bonds and it's a pretty thorough job. Apparently Evans-Winter-Hebb likes to dig into things."

"Well, they might be just the people to dig into that story we want written," concluded the advertising manager. "I'll write them today. In Detroit, aren't they?"



EVANS-WINTER-HEBB Inc. Detroit

820 Hancock Avenue West

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Design • Art • Engraving
Letterpress and Offset Printing • Binding • Mailing

Snapshots from Government's Advertising Investigation

Federal Trade Commission Calls Many Witnesses in Attempt to Prove Charge of Conspiracy against Agents and Publishers

THE investigation of advertising practices by the Federal Trade Commission at New York, which started on December 5, as reported in *PRINTERS' INK* of December 8, continued through the week. At the present time the indications are that this New York investigation will extend throughout the current week.

The New York hearings, to all external appearances, are identical with those which the Commission has recently held at Chicago and Boston in its endeavor to prove its charge of conspiracy in restraint of trade against the American Association of Advertising Agencies, the American Newspaper Publishers Association, the Southern Newspaper Publishers Association, the Six Point League, and the American Press Association.

At the New York hearings, as at the Chicago and Boston hearings, the Government summoned as its witnesses advertisers who placed business direct with newspapers and wanted the advertising agents' commission; advertisers who owned "house agencies"; advertisers who were satisfied with the present system of agency remuneration; advertising agents who lacked "recognition" from publishers; advertising agents who had recognition; advertising agents who were members of the American Association of Advertising Agencies; agents who were not members of that association; representatives of electrotype manufacturers; and representatives of newspapers.

The testimony of such witnesses was sought in some cases to prove that a conspiracy existed, and on other occasions to prove that advertising is interstate commerce and therefore under the jurisdiction of the Federal Government.

Basically, with one general exception, all of the testimony these witnesses gave was the same as

that which witnesses at the Chicago and Boston hearings offered. The hearings, in other words, were a routine affair—or a multiplication of previous testimony. The general exception was that a number of agents who were members of the American Association of Advertising Agencies were questioned concerning a so-called "blacklist" which is said to have been sent out in February, 1922, by the late Collin Armstrong, then chairman of the Newspaper Committee of the agency association. A report of the testimony on this subject appears later in this report under a separate heading.

Among the witnesses who have thus far been called by the Commission, in addition to those mentioned in *PRINTERS' INK* of December 8, are: Merle B. Bates, Life Savers, Inc.; C. F. Kelly, Kelly-Smith Company; W. D. Cashim, National Electrottype Company; J. J. Newman, vice-president, Loft, Inc.; H. D. Crippen, general manager, Bon Ami Company; K. W. Beattie, wood engraver; Alfred D. Childs, secretary, Packer Manufacturing Company, Inc.; M. P. Gould, M. P. Gould Company; Walter R. Hine, Frank Seaman, Inc.; J. A. Wales, Wales Advertising Company; Fred H. Walsh, Newell-Emmett Co., Inc.; E. H. Wilkinson, The Corman Company, Inc.; J. Harold Johnson, The Philip Ritter Company, Inc.; F. J. Reynolds, Albert Frank & Company, Inc., and H. H. Charles, Charles Advertising Service, Inc. Other advertising agency representatives who appeared were: Charles Lansdown, H. E. Lesan Advertising Agency, Inc.; Charles W. Hoyt, Charles W. Hoyt Company, Inc.; Miss E. S. Leonard, Churchill-Hall, Inc.; Harold A. Lehair, Sherman & Lehair, Inc.; Milton H. Biow, The Biow Company, Inc.; John O. Powers, J. O.

Powers Company, and George E. Barton, Amsterdam Agency, Inc.

From the testimony of these witnesses PRINTERS' INK has selected verbatim statements which, because of the information or opinions they give, might be of interest to advertisers and advertising agents. These statements follow this report under separate headings.

In addition to the witnesses already named—witnesses who might be classified as part of the regular routine of the many hearings the Commission has held in this case—there were several who might be classified as "unusual." They were Lincoln B. Palmer, manager of the American Newspaper Publishers Association and secretary of the Publishers Association of New York; Robert W. Palmer, managing editor of PRINTERS' INK; Arthur T. Robb, managing editor of *Editor & Publisher* and *The Fourth Estate*, and Walter A. Snowden, of Story, Brooks & Finley, Inc., secretary of the Six Point League.

Lincoln B. Palmer, of the American Newspaper Publishers Association, one of the respondents in this case, was put on the stand for the purpose of obtaining written information concerning specific agencies which claimed they had been denied recognition. It developed that certain of the information sought was in the files of the Publishers Association of New York City, an organization that is not a party to the case. Mr. Palmer, under advice of counsel, refused to yield that information.

Arthur T. Robb was called upon to identify an article which he wrote for *Editor & Publisher* and which contained statistics gathered by him with the help of newspapers. This article, with certain text matter deleted, was accepted as an exhibit for the record without objection from the attorneys for the respondent organizations.

Mr. Snowden was called to testify concerning matters of the Six Point League, an organization of New York special representatives of newspapers. It developed, however, that Mr. Snowden was not familiar with conditions in that or-

ganization during the period mentioned in the complaint issued by the Federal Trade Commission.

Robert W. Palmer was called, as managing editor of PRINTERS' INK, to identify certain articles and speeches which had appeared in PRINTERS' INK. Certain of these articles and speeches were offered by the Government as exhibits for its record. Their acceptance was objected to by all attorneys for the respondents. These objections were upheld by the Examiner who rejected them with the qualification that they might later be offered without prejudice.

After the attorneys for the respondents had made their objections to the inclusion of reports and speeches from PRINTERS' INK as exhibits in the case, Eugene W. Burr, attorney for the Commission, made a comment, off the record, to the effect that they should be included because they had, in his opinion, given encouragement to the various organizations which the Commission charges with engaging in a conspiracy in restraint of trade. He also voiced the opinion that PRINTERS' INK might well be charged with being a co-conspirator.

In replying to these opinions, Clark McKercher, attorney for the American Association of Advertising Agencies, declared that such remarks concerning PRINTERS' INK represented an attempt to suppress free speech. This particular comment of Mr. McKercher's has since been echoed in other quarters. The New York *Herald Tribune* condemned Mr. Burr's statements, as "investigatory arrogance" in its issue of December 12. *Editor & Publisher* and *Fourth Estate* in an editorial in its December 10 issue referred to Mr. Burr's remarks as "lawyer talk."

Both of these editorials are reprinted at the conclusion of this report.

It is said to be highly probable that when the New York hearing has been ended that the Government will rest its case. When the New York hearings opened the

plan was to follow it with hearings at Philadelphia. That plan, it is said, has been dropped. If the Government rests its case with the conclusion of the New York hearings the next step in the case will be a hearing or a series of hearings called for the purpose of taking the testimony of witnesses summoned by the defendant organizations and associations.

Harvey S. Firestone Writes Own Copy

HARVEY S. FIRESTONE, president of the Firestone Tire & Rubber Company, is the real advertising manager of that company, according to testimony given before the Trade Commission by Mark L. Felber who is in charge of that company's advertising department. A statement to this effect and a picture of Mr. Firestone at work were given by him under cross-examination by Clark McKercher, counsel for the American Association of Advertising Agencies, in the following language:

Of course Mr. Firestone really is our advertising manager; everything goes to him; he O. K.'s everything. In fact he really writes the ads. I know an agency will come in and lay out the ads, and he will put them along the moulding in our cabinet room and tell the boys "You have not got my views yet." He will call in a stenographer and dictate the ads himself and then Critchfield will work it over and finally get just what we want.

Further pictures of Mr. Firestone, as he sees him, were given by Mr. Felber under direct, cross- and re-direct examination by the various attorneys present at the hearing.

In answer to a question as to whether or not the Firestone company became a direct advertiser in newspapers in 1920, Mr. Felber made a reply that gave the following information concerning Mr. Firestone:

Yes, I think it was in the summer or fall, Mr. McKercher. It was one of Mr. Firestone's ideas. He is a man of very broad vision, keen perception and what I would say wonderful foresight. It was merely a link in a chain of

ideas that he had to reduce the cost of the manufacture and the distribution of tires. In other words, as Mr. Firestone has often said to us what he wanted to do, his main object was to produce a quality product at a low price, the lowest price possible to the consumer that will allow him a fair profit.

Another statement and the questions that provoked it follows:

Q. What steps did he take in order to carry out that broad general policy?
A. In regard to advertising?

Q. In regard to his business generally, leading up to the advertising feature?

A. Well, one of Mr. Firestone's ideas to create a greater interest among his employees in the work they were doing, to give better work and real service was to make every employee a stockholder in the company. We have about 15,000 employees and every one holds stock in the company. The minute a man or woman is employed they must buy at least two shares of Firestone stock. He said: "I want my folks not only to work for me but with me."

In reply to questions concerning the possibility of selling Firestone fires direct to the consumer, Mr. Felber gave more information about Mr. Firestone when he said:

I would not be surprised if some morning Mr. Firestone woke up and thought it a good idea to open chain stores all over the country. I would not be surprised. You cannot tell anything about that. He is just about a year ahead of the rest of the industry.

Direct Contact Helps in "Free Publicity"

UNDER cross-examination by J. F. Finlay, counsel of the Southern Newspaper Publishers Association, Mark L. Felber, manager of the advertising department of the Firestone Tire & Rubber Company, testified that the contact obtained as a result of a policy of placing business direct with newspapers helped in obtaining "free publicity." His testimony follows:

Q. I believe you said that one of the reasons for placing advertising direct, you get publicity, you mean publicity outside of the advertising columns?

A. Yes, sir. I said there is a closer contact with the publisher. A linking up with the dealer and then by paying our bills promptly we had a good credit and got acquainted with many publishers on a proper basis who were very

willing to accept publicity stories which we supplied. After we sent a little story to the dealer using his name, or with his name on it, showing how to keep the car in good trim, or how to handle the spare tires and so forth.

Q. That kind of publicity you did not pay for?

A. No, sir.

Q. It was free?

A. We got letters even from some of the largest papers in the country asking us for publicity. We could get out what we call a pretty good brand of publicity. Some of it is advertising and we try to give stories that are helpful to car owners and use the dealers' names.

No Salesmen for Packer's Tar Soap

PACKER'S tar soap probably will be found in 99 per cent of the drug stores of the country, according to testimony given by Alfred D. Childs, secretary of The Packer Manufacturing Company, under examination by counsel for the Federal Trade Commission. Such distribution, Mr. Childs indicated, is due to the fact that advertising sells the product to the consumer and the consumer demands it of the dealer.

The amount of the annual advertising appropriation of the company, according to testimony given by Mr. Childs, is in the neighborhood of \$200,000 to \$250,000.

Under cross examination by counsel for the American Association of Advertising Agencies, Mr. Childs declared that practically all the company's advertising has been in magazine space. He added, however, that quite recently a test had been started of newspaper advertising space. This test, he further declared, has been pleasing thus far. In fact, he characterized the test as "one that seems to be a good business paying proposition."

Under questioning by counsel for the Federal Trade Commission, Mr. Childs revealed the fact that although this company once made use of a sales force, it does not do so today. The testimony in which the information on this change in policy was given is as follows:

Q. How large a sales force does your company carry?

A. We have no sales force at all.

Q. How long has that been true?

A. Well, we had sales representatives up until the first of the year.

Q. This year?

A. Yes.

Q. How many?

A. Well, it was at that time—there was only one sales representative, and he had five or six men.

Q. The comparative cost of personal solicitation as contrasted with that of magazine advertising or advertising as a whole has been small, has it not?

A. Oh, yes; very. Negligible almost I would say.

Q. Your average cost per salesman runs along about \$5,000 or \$6,000, or did up to the time that you changed your policy, something like that?

A. No, sir. It was not that.

Q. It was not that?

A. Why, we did not pay a great deal. It was practically nearer \$1,200 or \$1,500. You see this representative represented ourselves and five or six or eight or ten other manufacturers. He could do that since he was not our salesman alone.

What Advertising Does for Bon Ami

H. D. CRIPPEN, called as a witness by the Federal Trade Commission, under direct examination by the attorney of the Commission, testified that advertising which cost the Bon Ami Company in the neighborhood of \$600,000 to \$650,000 a year is used to build future sales for the company. In addition to giving the facts and figures on the company's advertising appropriation, Mr. Crippen also gave sales information concerning the company's sales experience. His testimony follows:

Q. The Bon Ami Company has spent about how much for advertising in the course of a calendar year?

A. I think about \$600,000 . . . or \$650,000.

Q. For how long now has that been the approximate figure?

A. That has been boosted from year to year over a long period of time.

Q. Is that the maximum you have to expend?

A. I think that is somewhere about the maximum.

Q. What media do you employ?

A. In the United States, and I am speaking now of these figures relating to the United States, we use national magazines only; except we do use some foreign language newspapers.

"Hand Picked"

The men who represent this group of newspapers were selected because of their knowledge of the markets they cover and because of experience that would enable them to render a definite service to National Advertisers.

They are doing a big job in a big way.

"Southern Group"

Atlanta Georgian-American
Baltimore News Washington Times

RODNEY E. BOONE

General Manager National Advertising

9 East 40th Street, New York

Detroit

FRANKLIN S. PAYNE
Book Tower

Chicago

A. T. CHAPECK
932 Hearst Bldg.

Atlanta

K. J. NIXON
82 Marietta Street

Rochester

FRED H. DRUEHL
136 St. Paul Street

Boston

LESLIE F. BARNARD
5 Winthrop Square

Q. Where, in New York City?

A. Some in New York City and some scattered throughout the country.

Q. The appeal you try to reach through advertising, is that consumer or dealer?

A. The force of influence is the dealer, but it is directed to the consumer.

Q. What effect does that have on the dealer?

A. It has a very great effect in that it leads him to carry the product, if he wishes to make a sale. He also must have in mind that if he does not carry it, because of the consumer advertising we have done, the consumer will go to another store to get it.

Q. How large an appropriation do you normally have for your sales force?

A. Our sales force is very small, because we only call on the chain stores and the wholesalers. We have in the United States I believe eight or nine men.

Q. And your appropriation would be about five or six thousand per man?

A. Yes, about six thousand per man, counting expenses.

Q. Your main reliance then for distribution then is advertising is it?

A. Yes.

Q. You advertise for no other purpose but that of securing present or future sales?

A. We advertise to get the good-will, we make the advertising—

Q. (interrupting). Is that good-will worth anything to you except for present or future sales?

A. That is true.

Q. Any other elements?

A. To show the permanency of our business.

Q. Permanency of your sales?

A. Yes.

Q. But first and last your advertising is for no other purpose besides sales?

A. Naturally it all relates to sales but there are very collateral things it brings in. Sales might be effected through a type of temporary advertising. The continuity of our advertising has more than immediate sales in mind, the idea of building up a good-will which would represent an asset of our business.

Q. An asset by creating sales or profit on sales, is that it?

A. Yes.

Under cross examination by counsel for the American Association of Advertising Agencies, after he had told his story on Bon Ami advertising, Mr. Crippen gave his opinion of the value of an advertising agency to a company such as his. His testimony on that point follows:

Q. Do you find, Mr. Crippen, that the agency can do as good a job as you could in placing the advertising

and handling that end of your business?

A. I should dislike to know that I could accomplish anything near that of the agency.

Q. Why do you feel they can do it more effectively than you can?

A. I think in the first place that they have the organization for it; they have the collective brains and collective experience. It seems to me that they can accomplish a great deal more than we can.

Q. You mean the experience gained from representing other advertisers?

A. Yes, they give us the advantage of their experience that they get from handling other accounts, while if we handled it we would merely have our own experience.

Mr. Burr: Do you value the outside point of view the agency is able to bring you?

A. What do you mean by outside point of view?

Q. I mean the outside point of view you cannot get with your own organization, but which the services of the agency might be able to give you?

A. I think there is a certain perspective that they also have.

Local Newspaper Rate Causes Worry

ALTHOUGH the Firestone Tire & Rubber Company has found it possible to obtain the "local" rate on newspaper advertising, and although the manager of its advertising department says "You would be surprised in the difference between the local rates and agency rates," it nevertheless prefers to place its advertising at the regular national rate less the advertising agency commission. The reason, as given by Mark L. Felber for this attitude is that there is less worry for him in dealing direct with the newspaper publisher than there is in trying to get the local rate through Firestone dealers. His testimony on this subject follows:

Q. When a newspaper declines to accept your advertising at net rates what course is followed by your company, do you get an advertising agency to handle it?

A. We do in some cases and in others, if a newspaper for some reason or other turns us down or writes us that they cannot see their way clear to accept our advertising on the net rate basis we will take it up with the dealer in that town. We will write to him and tell him that we cannot make satisfactory arrangements with the publisher of the paper regarding the rate so now



EVERY day the Bankers' counsel is sought by wide-awake business men. Because they are in a position to exert influence greater than the average individual, it stands to reason that the Banker is the man that should be sold not only first but thoroughly on any product or organization.

The Burroughs Cleaning House
November, 1927 32,751 Copies

Reserve Board Fortunes of War
Shows that how winning in the future the economy
—by Arthur D. Williams

When the Market Manqueades
Why it is now so much for investors' interest
—by Percival White

A Line of Specific Purposes
Speaks in the average person's words of understanding
—by John H. Cline

Our Banking—
—by C. and Albert
—by George Beck

The Doctors, Single
Handed—by Don P. de Young

Going Up to
the Underwriters
—by Albert Jennings

"Policy"—the Ward
for Windows—by E. A. Dean

A GENERAL BANK MAGAZINE
FOR OFFICERS AND DIRECTORS

THE BURROUGHS PUBLICATIONS
Second Blvd. and Burroughs Ave., Detroit

Looking Backward

Now that 1927 is pretty nearly history, we realize that it has been a memorable year with us.

It moved us into new home offices and a new printing plant, it pushed our circulation up to a new high mark above 15,000 and it brought us an advertising gain of a commendable amount over the best previous year. Also, it gave us the chance to increase materially the amount of engineering and new-methods editorial material written especially for us by some of the best qualified men in the world.

Best of all, however, are the new friends

which 1927 brought us—
in advertising agencies,
advertising departments
and sales departments—
friendships which we hope
to merit and make closer
as the years roll on.

Edited from
TULSA, OKLA.
World Building
CHICAGO
35 East Wacker Drive
NEW YORK
342 Madison Ave.
HOUSTON, TEXAS
West Building
LOS ANGELES, CALIF.
Petroleum Securities
Building

Published from
1213 W. Third St.
CLEVELAND

Member:
A. B. C. A. B. P.

1927 deserves—and has
—our sincerest gratitude.

NATIONAL

Looking Forward

What can we expect of 1928?

For one thing we can reasonably count upon a more stabilized oil industry. The threatening overproduction of crude oil, introduced by the Seminole Pool, did not prove nearly so disturbing as the pessimists prognosticated. Refiners and Marketers made satisfactory showings, aided by the unceasing increase in automobiles on our roads. The big oil companies found ways to offset the expense of carrying surplus crude in storage and surprised even themselves by their showings. The Standard Oil group paid the biggest cash dividends in history, a total of \$214,000,000, an increase over 1926 of more than \$13,000,000. Oil industry purchasing in 1928 should be active but careful and the volume more than satisfactory to every manufacturer who seeks this business aggressively and intelligently, with a full understanding of the industry's peculiarities in buying policies and methods.

We expect an increase in advertising volume made up in part by greater concentration from established advertisers in "N. P. N.," and in part by companies with new merchandise and new developments to announce to the industry. We foresee, too, a higher editorial expenditure to keep pace with the expansion and increasing ramifications of the Industry.

1928 is going to be a busy year, a hard-working year, but we anticipate some solid satisfaction from it when it's over.

WARREN C. PLATT,
Publisher.

PETROLEUM NEWS

AMERICAN INFLUENCE *in* CUBA

Talking of CUBA, a New York Times' editorial recently said, among other things:

"We take more than 80% of her exports and sell imports of almost 70%. Sixty thousand tourists, mostly Americans, visit CUBA during the winter."

EL MUNDO *of Havana*

crystallizes the advantages arising out of American influence on buying habits, together with those arising from the fact that CUBA is a nation of liberal spenders, by offering a channel where your sales appeal will be read by twice the number of potential customers which its nearest competitor can claim.

Information about EL MUNDO and CUBA will be gladly furnished by

S. S. KOPPE & CO., INC.

Publishers' Representatives

TIMES BUILDING

NEW YORK CITY

Bryant 6900

we will handle these through you if the newspapers will accept it at the local rate. So we send the mats or stereos, copy and lay-outs to the dealer with the instructions as to the date the ad is to appear or about the date and he will take it to the newspaper and they handle that as local advertising. This is a deal strictly between dealer and the publisher. He pays the bill and sends us the receipted invoices and we in turn reimburse him.

Q. Is that as satisfactory as getting the net rate?

A. It is; in fact we get much better in many instances than the net agency rate.

Q. Then why don't you do it all over the country?

A. We would rather deal with the papers direct, because frequently a dealer will pay a bill and not send us the receipted invoice. Some of them don't send us the invoice until the end of the season, probably late in the fall. Our campaigns usually run into October and very frequently we have had to write to dealers and ask them if they ran the ads we sent them. He has lost his invoice and his tally sheet and he has to go to the publisher and the publisher hasn't any copy and has to consult his files and then the publisher has to make an affidavit that the ads were run on certain dates as shown by his files, and it makes a lot of extra work and extra correspondence and we would rather deal direct with the publishers.

Q. In the long run you figure you do not get enough money between the local and the national rate net to make it worth while?

A. I would not say that. You would be surprised in the difference in the local rates and agency rate. You might take the agency rate of five cents a line, seventy cents an inch. 15 per cent off that would make it about fifty-nine and one half cents maybe, against a local rate of forty cents. . . .

Q. How many papers did you say are giving you the national rate net?

A. About 4,500.

Q. How many are there that you are dealing with on the basis of local rate through your dealers?

A. Between 225 and 250, around there.

Q. Between 225 and 250?

A. These are papers that would not accept our advertising.

Q. Why is it, that is, only so small a number comparatively as 225 to 250, and that you are trying on the local rate basis, why would not it pay you to put the other 4,500 that way?

A. . . . The average tire dealer is a pretty busy man and I suppose he keeps his own books and he lets his bills drag along.

Q. You explained that. Now then, I ask you this question again. The saving that you make by using the local rate is not enough to compensate for the extra trouble and expense of trying to do it through the local dealer, is that true?

A. Yes. I would like to pay a little more and deal direct with the publisher.

Q. Why?

A. Because he sends his bills promptly. We have had some bills come in from other publishers in the spring of the year after the ads were run. We had a lot of trouble, our books would not balance and there was a mix up all around.

Q. Then the saving that you could make by virtue of the local rate as contrasted with the national net rate is not enough to make that as feasible a policy as the national rate net?

A. There are many angles that enter into that. If we run an ad and that advertising was placed through a dealer and there were three dealers, the cost is apportioned among those three. One dealer will place it and then he has to collect from the other two dealers in the town. Maybe one of the other dealers has gone out of business, but if we deal directly with the publishers there is less worry.

Agents Testify on So-Called "Blacklist"

ONE of the documents on which the Federal Trade Commission is said to base its complaint against the American Association of Advertising Agencies is a list showing newspapers which carry advertising of the Vick Chemical Company, the Firestone Tire & Rubber Company and the Baker-Robinson Company, an advertising agency of Detroit. This list purports to show whether or not advertising agencies' commissions were allowed to these three companies. It is said to have been issued about February, 1922, and prepared by the late Collin Armstrong, who was then chairman of the Newspaper Committee of the American Association of Advertising Agencies. It was this list which S. Richardson, president of the Vick Chemical Company, referred to in his testimony before the Commission as reported in **PRINTERS' INK** of December 8.

Practically all of the advertising agents that are members of the American Association of Advertising Agencies who appeared at the New York hearing of the Federal Trade Commission on December 9 were questioned concerning this list by counsel for the agency association. Questions on this subject were

at first objected to by the attorney for the Federal Trade Commission on the ground that the witnesses were his witnesses.

Some agents denied ever having seen the list; others admitted having seen it and still others not only admitted having seen it but declared that they had immediately torn it up. Those witnesses who recalled the list were emphatic in their statements that it in no way influenced their selection of newspapers on accounts handled by them. It is presumably the Government's contention that the purpose of the list was to make advertising agents discriminate against publications which allowed an advertising agent's commission to the Vick Chemical Company, the Firestone Tire & Rubber Company and the Baker-Robinson Company.

Fred H. Walsh, of the Newell-Emmett Company, for example, testified as follows on this question under questioning by the attorney for the American Association of Advertising Agencies:

Q. I call your attention to Commission's Exhibit No. 16 purporting to be a list of newspapers, issued in February, 1922, and showing that certain newspapers were on this list as having taken direct advertising through Baker-Robinson, Firestone and Vick in 1922. Tell us whether you ever saw that list and if so where? (Handing paper to witness.)

A. (After examining.) I received that list in my office. I could not tell you exactly when. I presume it was at the time it was sent out, around the time that it is dated. I could not say exactly, but I know that it came in. I remember distinctly receiving it.

Q. What did you do about it, Mr. Walsh?

A. Nothing.

Q. State what you think or what you understand it was intended to be? Did you understand what it was intended to be?

A. No, I did not.

Q. Did you examine it with any care when it was received?

A. I just noted that just as I would do now.

Q. What if any effect did that have on the selection of newspapers for your clients?

A. None whatever.

Miss E. S. Leonard, secretary-treasurer of Churchill-Hall, Inc., testified that she tore the list up when it came into her office. Her testimony follows:

Q. I call your attention to a paper marked Commission's Exhibit No. 16, purporting to be a list of newspapers taking direct advertising from Baker-Robinson, Firestone and Vick, said to have been issued in 1922, did you ever see that before?

A. I have.

Q. When, and under what circumstances?

A. I think we differ perhaps from most advertising agents in that all mail comes to my desk first. In most agencies the office boy, I think, sorts the mail, but I sort the mail and all the mail that would be of this character, I keep on my desk and look over it. I remember distinctly when that came in.

Q. What did you do with it?

A. I didn't even pass it around the office. (Motion as though tearing piece of paper in half and throwing on the floor.)

Q. Tell the reporter. He can't write the motion you just made.

A. I tore it across and threw it into the waste basket and didn't even send it around the office.

Q. Why did you do that?

A. Why did I do that?

Q. Yes.

A. Because I think there should be nothing around that is intended to influence an advertising counselor against the best interests of his clients and this might.

Q. And that is the principle upon which you select your media?

A. Entirely.

An advertising agent who had been handed the list by the late Mr. Armstrong in person, Harold A. Lebar, of Sherman & Lebar, testified at length concerning this list. His testimony in which he gave his opinion of the list follows in part:

Q. I call your attention to the paper marked Commission's Exhibit No. 16, purporting to be a list of newspapers issued in 1922. These papers are alleged to have been running direct advertising—

Mr. Burr: That is not quite fair. Some do and some don't according to the legend.

Q. The legend does indicate which of the papers on this list took direct advertising from Baker-Robinson, Firestone and Vick. Did you ever see that before?

A. Yes, sir.

Q. When, and under what circumstances, please?

A. I presume it must have been approximately at the time it was issued and I recall that Mr. Armstrong showed us a copy of this particular report.

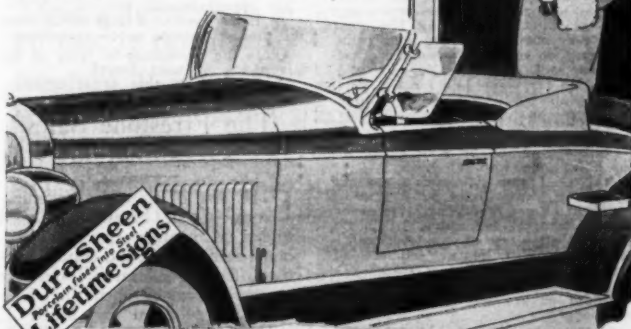
Q. Did you receive it in your office?

A. It came to my desk the same day that Mr. Armstrong showed it to me, and that is the last I saw of it until I saw it here.

A SIGN that a dealer is PROUD to put up

Getting out dealer signs is one thing, and getting those signs erected by the dealer is quite another matter,—as many a manufacturer has found to his sorrow.

But there's never any trouble in having a dealer put up a DuraSheen porcelain enamel sign,—he's proud of it. Designed to attract attention its handsome colors are made permanent by fusing porcelain into steel. No upkeep is required. No weather conditions fade the colors or dim the lustre. Once up, a DuraSheen sign does duty for endless years with a minimum amount of care.



BALTIMORE ENAMEL and NOVELTY COMPANY

Makers of "DuraSheen" Lifetime Signs

P.O. BOX E-4, BALTIMORE, MD. — 200 FIFTH AVE NEW YORK

Q. What did you do with it?

A. We have a big file in our office for any information of any kind that comes into the office and this went into that file.

Q. And you haven't seen it since you put it in the file?

A. Not since that time.

Q. What did you do about it?

A. I didn't do anything about it at all. I told Mr. Armstrong at the time he showed it to me that I didn't see any purpose to the information contained herein because the buying of space has no relationship to any information contained in here. When I say buying space, I mean the term commonly used in advertising agency practice, which is a misnomer, and which we refer to as media selection.

Is Advertising a Service or Commodity?

THE Federal Trade Commission, in examining C. F. Kelly, president of the Kelly-Smith Company, newspaper representatives, brought up the question of whether or not advertising in newspaper space was a commodity or a service. Mr. Kelly's testimony plainly indicated that, in his opinion when a newspaper sells advertising it is selling a service. In reply to a direct question on this point he said:

You are not selling paper. You are selling the opportunity to the advertiser in the paper, not the paper, any more than you are selling him your type, your stereotype room, your printing press, or your proof readers, or advertising staff.

Further testimony on the question follows:

Q. The type can be used again, the paper is gone forever?

A. No. I can give you a concrete instance if you will let me. . . . I am about 80 per cent owner of a paper. Our white paper tonnage is \$100,000 a year, and the rest of our overhead is \$280,000. What do we sell the advertiser when we sell him space? Do we sell him any part of the \$280,000 overhead or are we only selling him newspaper?

Q. You are selling a certain amount of paper?

A. No, we are selling him the opportunity to present his story to our readers.

Q. And you are selling a block of white paper?

A. No, he doesn't buy any particular part of the paper. Because advertising itself is only an opportunity you create for the advertiser to present his story of his goods in intelligent Eng-

lish to the consumer, telling him where he can buy it, and at what price.

Q. But when you give him the space he is the only one that utilizes that space, isn't he?

A. Yes.

Advertising More Important than Salesmen

ADVERTISING is more important to the success of Life Savers than are salesmen, according to Merle B. Bates, advertising manager of Life Savers, Inc. This opinion was indicated by Mr. Bates in testimony given by him under direct examination by counsel of the Federal Trade Commission. His testimony on this point follows:

Q. How many salesmen does your concern employ?

A. Varying from 50 to 125 or 150.

Q. What is your advertising appropriation?

A. Our merchandising appropriation, including salesmen and advertising runs a million or a million and a quarter for merchandising, including salesmen and advertising.

Q. Are you willing to state that the percentage is overwhelmingly in favor of advertising?

A. It is in excess of our sales expense.

Q. Overwhelmingly so?

A. It has been to a large extent since the time we started to do advertising.

Q. Is the percentage in favor of the advertising or sales force?

A. Increasingly that of advertising.

The Firestone Sales Organization

THE size of the sales organization of the Firestone Tire & Rubber Company; how its personnel is recruited and trained; the cost of the salesmen; and the amount of money spent in advertising were given by Mark L. Felber under direct examination by the attorney for the Federal Trade Commission. Mr. Felber's testimony on these points follows:

Q. Does the Firestone Tire & Rubber Company sell its product through a separate sales organization?

A. No, we have our own sales organization.

Q. Why is that?

The Reading Times

A. B. C. Member

Reading, Pa.

Line Rate 9c Flat

Advertising Record

In addition to the Reading Times' circulation growth from 8,000 to over 33,000 net paid within four years, is the following persuasive advertising record:

| | LOCAL Lines | NATIONAL Lines | CLASSIFIED Lines |
|----------------------|----------------|-------------------|---------------------|
| 1927 (1st 11 months) | 5,149,081 | 754,487 | 688,382 |
| 1926 (12 months) | 4,909,226 | 558,782 | 592,354 |
| 1925 (12 months) | 2,694,622 | 391,930 | 336,588 |
| 1924 (12 months) | 2,263,380 | 308,280 | 379,568 |

DeLisser Bros. measurements 1927.

**During 1926 THE TIMES Made
Greater Advertising Gains Than
Any Other 6-Day Paper in America**

These gains are not in lineage merely, but most important, in revenue.

Reading, Pennsylvania, with 115,000 population, is large enough to justify the use of two papers in many advertising campaigns.

When only one paper can be used, you will find the Reading Times one of the most willing and successful newspapers to cooperate on a national basis, and that includes good position service.

National Representatives

E. Katz Special Advertising Agency

New York
Chicago

Detroit
Atlanta

Kansas City
San Francisco

They don't with



*"Junior, will you have the loud speaker
or one of the tubes?"*

do this radio sets

People don't buy radio sets to eat—or wear—or ride in.

In all, there are 7,350,000 radio sets in active use—1,700,000 of which have been bought this year; at a cost of \$215,000,000.

The people who spend this money on radio sets listen to them—and listen in most on those stations with the best programs and the best facilities for broadcasting.

W O R—with the finest of programs, with superlative mechanical facilities for broadcasting—is in the front rank of popularity among stations in the New York Metropolitan District; where there are ten million people; and where the radio is at the peak of its popularity.

Radio advertising is here to stay. Ask us about the results that radio broadcasters are getting on the air—and at what low cost.

W O R

STANLEY V. GIBSON

Manager, Commercial Department

28 West 44th Street, NEW YORK

LA PRENSA of Buenos Aires

LINEAGE

DURING the first nine months of 1927, LA PRENSA printed a monthly average of 1,267,887 lines of advertising, exceeding any other paper in Buenos Aires by more than a quarter of a million lines monthly.

These figures include classified advertising, usually considered a better indication to circulation and prestige than display.

A week-day edition of LA PRENSA will commonly contain about sixty columns, approximately 18,000 lines, of ordinary classified and twenty columns of real estate and auction classified. The quality and rates of this advertising are high.

The significance of these figures is emphasized when one realizes that most of the display advertising and practically all of the classified are not solicited, but are voluntarily brought in as a result of leadership during many years in circulation and prestige.

Exclusive Advertising Representative

JOSHUA B. POWERS

14, Cockspur St.
London, S. W. 1.

250 Park Avenue
New York.

A. Well, we feel quite sure that our own salesmen know our product and know the sales points. In fact, all of our salesmen go through a preparatory school. Some men with experience we will bring in from the branches and they will spend four to six weeks in the factory. The new men, we are employing a great many college graduates—we have what we call a scout that goes to the various universities and schools and colleges to get good clean-cut bright fellows and they are put through a course of about three months and they know the tire from the time the crude rubber arrives and is first unloaded from the cars until the finished product is loaded into the cars.

Q. How many salesmen have you at the present time?

A. 800 or 850, something of that kind.

Q. Who do they report to?

A. We have our general sales manager, Mr. Jackson, and we have a trade sales manager, Mr. Tucker, and then we have our manufacturers' salesman, Mr. Shea.

Q. Do you know how much, comparatively, the Firestone Tire & Rubber Company pays for its personal solicitation and for its printed salesmanship—advertising?

A. Well I would not know what the pay-roll is of the salesmen. I think the new men run around three hundred or three hundred and fifty a month, and up to five hundred or six hundred a month. Our main advertising—our advertising I think last year was around two million and a half; a little over one million of that was for newspapers; I think that half a million for magazines, and eight hundred to nine hundred thousand for direct by mail, signs, et cetera.

Agency Profits

AN indication of the amount of profits that exists in the advertising agency business today was given in the testimony of several advertising agents who were asked direct questions on this subject. In the testimony given by M. P. Gould, head of the M. P. Gould Company, the statement was made that his organization earned about 3 per cent on its billing. The other 12 per cent goes for service. His testimony on this subject, under examination by the Commission's attorney, follows:

Q. Do you think it is crooked business for an agency to clear this business for someone not recognized and who can't get the differential?

A. I might not think so. I might say I do all of my work on the cost of business, which is 12 per cent on placing business.

Q. 12 per cent?

A. Yes, it has averaged that for six or seven years and therefore it would be foolish to do business for less than the usual fees.

Q. That 12 per cent, you mean, as contrasted with the 15 per cent?

A. Yes.

Q. In other words there is a margin between the differential you get, or commission you get from the publisher, and your cost, which takes 12 out of those 15 per cent?

A. Yes, provided you don't have any credit losses.

Q. Now that 12 per cent, that you estimate, that 12 per cent—

A. (Interrupting). That isn't estimated.

Q. That is actual expenses?

A. Yes, sir.

Q. That is after you have taken care of and absorbed those credit losses, isn't it?

A. Not always. One or two years they have been wiped out completely by losses.

Q. One or two years your margin of 3 per cent was wiped out?

A. Yes.

Q. Were those years averaged in with the others to get the resulting 12 per cent?

A. No.

Under cross-examination by the attorney for the American Association of Advertising Agencies, his testimony continued:

Q. This cost of 12 per cent which you have testified to, Mr. Gould, is that carried also into the special services that you testified you received special pay for?

A. Oh, no. It has nothing to do with that.

Q. You have a cost figure on that also? It costs you a certain amount of money for that special service business?

A. Do you mean—

Q. (Interrupting). Market surveys, and things of that kind?

A. We don't figure that way, Mr. McKercher.

Q. You have never figured your costs on that?

A. No, sometimes we spend twice as much as we get for such a survey. What we do is start out and find out certain facts and if we have estimated that it will cost five thousand and it costs ten thousand, we consider that a profit of the service to the client.

Q. On the whole, does that special service return you any profit?

A. No.

Another advertising agent who testified on this subject was E. H. Wilkinson of the Corman Company. He was asked: "Do you know what the net return to your company is out of 10, 12 or 15 per cent after paying all expenses for

doing business?" He replied: "No, but it is very small." He was then asked, "Was it 3 per cent?", to which he replied: "I do not think it is over that."

F. J. Reynolds, president of Albert Frank & Company, declared that of the 15 per cent which his agency received from publishers as its commission, 13 per cent went for service while the remaining 2 per cent represented the agency's net return on its operations.

The Special Representative and the Agency

C. F. Kelly, president of the Kelly-Smith Company, newspaper representatives, under examination by attorney for the Federal Trade Commission, outlined what he believed to be the functions of a newspaper special representative and an advertising agency. Before doing this, Mr. Kelly explained that he had an aversion to the words "commissions" and "agency." "In our business we don't consider ourselves agents, nor do we think we give anybody a commission; that is a personal opinion of mine. I think what we give is a contribution to regularly established and duly authorized companies to help them pay the cost of promoting advertising."

His testimony in which he described the work of a newspaper space representative and his relation to the advertising agent follows:

Q. Can you give me in a very brief way just what the functions of a special representative are?

A. I think his function is that of advertising solicitor securing so-called national advertising.

Q. And you sell what is known as space in your various publications, do you?

A. Yes, sir.

Q. That word "space" is a regular trade term in your line of business, is it not?

A. Yes.

Q. The money that is paid to the newspaper for space does not go through your hands?

A. No.

Q. That goes direct from the advertising agency or direct advertiser to the publication?

A. Correct.

Q. Now, when you refer to the advertiser or advertising agency as building up or creating advertising—

A. (interrupting). I used the words "initiating" and "promoting."

Q. Initiating and promoting advertising. They do that of course as part of the way of building up their own advertising agency, do they not?

A. I presume so. . . .

Q. Who do you represent?

A. I represent the newspaper.

Q. He [referring to the agency] represents it, too?

A. He must in order to sell it to his clients.

Q. Yes, but he is buying for his client, he is not selling, he is buying? . . .

Q. He is buying that space in your paper?

A. Yes.

Q. That is all; no question about that. You are selling and he is buying?

A. Yes, we are selling our paper to our clients and he is in the position of dual buyer and seller.

Q. He buys it for his client?

A. In order to do it he must sell our paper to him.

Q. He buys your paper for the client?

A. . . . Let me give you an example. . . . An advertising agent called me on the phone this morning. He said, "I sold your Boston Post to one of our advertisers." He was thus in the dual position of representing two interests, which is the work today of the so-called regularly established and duly authorized advertising agency.

Investigatory Arrogance

THE Federal Trade Commission has had an unenviable reputation in the past for prying into private business affairs without adequate cause, for making grandiose threats to honest merchants and generally interfering with the course of legitimate trade. The personnel of the Commission has improved under Mr. Coolidge's administration and a saner policy has been announced at Washington. But there are apparently attorneys working for the Commission who believe that the old system of annoying, bullying and destroying is still the order.

As a flagrant example of this sort of arrogance comes the attorney for the Federal Trade Commission now conducting hearings

Experience teaches *in* ARGENTINA

It is the pleasant and profitable experience of those shrewd advertisers who know how to reach the buying-power of that fertile market. ARGENTINA, which is responsible for the wide margins of leadership which LA NACION maintains in its volume of display advertising in all classifications over its nearest competitor.

No well-informed advertiser need be urged to use

LA NACION *of Buenos Aires*

But there are countless American manufacturers who could benefit their business relations with ARGENTINA immeasurably by putting the columns of LA NACION to work for them, in bringing their sales message to a prosperous and progressive nation which is constantly taking more and more goods from the United States.

**"Ask LA NACION
about ARGENTINA."**

Editorial and General Office in
the United States:
W. W. DAVIES
Correspondent and General
Representative
383 Madison Ave., New York

**"Ask ARGENTINA
about LA NACION."**

United States Advertising
Representatives:
S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by
Dr. Jorge A. Mitre, Publisher of LA NACION

in this city into the American Newspaper Publishers' Association and other newspaper organizations. The charge of carrying on practices in restraint of trade has been refuted by a wealth of testimony, but this spokesman for Washington persists in prying and wasting the time of busy men. As a climax to his absurdities he last week sought to make **PRINTERS' INK** a party to the proceedings because it had printed editorials defending the A. N. P. A. Editorial encouragement could make a publication party to a conspiracy this legal luminary argued.

The impudence with which the Federal Trade Commission has invaded private business in the past may have misled this gentleman as to its powers. But an attorney ought surely to pay some heed to the Constitution and the freedom of the press. He ought not, even in the heat of argument, to forget that there are such things as the right to print the news honestly and comment upon it fairly without being charged with conspiracy.

It is a pleasure to state that the Examiner ruled against the attorney. But the utterance is wild enough and typical enough to deserve attention. As a small contribution to the clarification of the issue we are glad to express our confidence in the legality and fairness of the A. N. P. A. practices and to assure the learned counsel that we propose to defend and encourage them to the best of our editorial ability. If any attorney for the Federal Trade Commission feels disposed to make the most of this statement we shall be glad to have him do so.

(Reprinted from the New York *Herald Tribune* of December 12, 1927.)

Lawyer Talk

PROBABLY the learned counsel for the Federal Trade Commission was not serious when he declared this week that the Government had sufficient grounds, if it so desired, to make a trade publication a respondent in the commission's proceedings against num-

erous publishers' and agency associations. The ground for this possible citation appears to be an editorial written several years ago in support of some of the accepted trade practices which the commission charges are illegal.

Shadowy as are the warrants under which the Federal Trade Commission has conducted this investigation of advertising, we do not believe that they can be interpreted as giving the commission the right to summons editors to explain and defend opinions they have openly expressed in their columns, if those opinions are couched in language that harbors no libel or transgression of public decency. To anyone in the least familiar with the editorial habits of **PRINTERS' INK**, the paper in question, the supposition of libel or intemperate utterance is absurd. But it is no more absurd than the attorney's suggestion that he might establish a free editorial expression as an evidence of conspiracy. There is little likelihood that any such attempt will be seriously made. (Reprinted from *Editor & Publisher and The Fourth Estate* of December 10, 1927.)

Philadelphia Plumbing Trade to Advertise Jointly

Under the name of the Plumbing and Heating Development League, an organization of trade interests has been formed at Philadelphia which will conduct an advertising campaign. An advertising fund of \$50,000 has been raised for this purpose. Plans call for the use of newspapers, direct mail and display material.

The League is an association of Philadelphia jobbers and master plumbers and manufacturers whose products are distributed in the Philadelphia territory. Its advertising will be directed by the Philadelphia office of Edwards, Ewing & Jones, Inc., advertising agency.

C. H. Handerson with Stephen Sanford & Sons

C. H. Handerson has been made vice-president and sales manager of Stephen Sanford & Sons, Inc., Amsterdam, N. Y., maker of rugs and carpets. His headquarters will be at New York. He was recently assistant vice-president and publicity manager of the Union Trust Company, Cleveland, with which he has been associated since 1920.

IS YOUR BUSINESS AD-HARDENED?

IN the selecting of many advertising media, the one thing that is often left out is selectiveness. After all, advertising is not a matter of Fordization. You cannot go on, year after year, fitting the same advertisements to the same magazines if you have any hopes of leadership.

That would seem to be trite enough were it not for the fact that those who dare to pioneer in selecting media find so little competition. More and more advertisers are abandoning the general for the specific and finding in circulation that is not ad-hardened a surprisingly warm response.

In the advertising pages of **STUDIO-CONNOISSEUR** there is a sharp and profitable collision between the keen interest of the collector-reader and those who have objects of luxury to sell.

INTERNATIONAL
STUDIO
associated with
THE CONNOISSEUR

NEW YORK, 119 West 40th Street

CHICAGO, 25 No. Dearborn St.

BOSTON, 5 Winthrop Sq.

LONDON, 1 Duke St., S. W. 1

MILAN, Via Bossi, 10

SAN FRANCISCO, 822 Kohl Bldg.

PARIS, 15 Rue Vernet

The Daily Pantagraph That Can Deliver Rich



64.15% of the heads of families in The Pantagraph's trading area are under 50 years of age. They are youthful, ambitious and progressive, and are still striving for the better things in life, constantly desirous of new and better equipment for the home, better clothes, education and diversion, with incomes that measure up to this high standard.

Pictured above is a typical Pantagraph family whose normal needs make up a market far above the average.

**The Pantagraph is read daily in 3.
and in 68% of the 30,000**

(No other paper reaches over 83%)

Published evenings (except Saturday and Sunday) and Saturday and Sunday Mornings.

The Daily Pantagraph

THE DAILY PANTAGRAPH

Representatives — CHAS. H. EDDY CO., 247 Park Ave., New York City
Room 1501, 140 S. Dearborn St., Chicago

aphs the ONLY Paper ich Central Illinois Market

98% of all the families in The Pantagraph market are native white Americans, with correspondingly high living standards, whose very least possible yearly expenditures make up

A \$37,000,000 Market Covered by ONE Paper

In the 85 small towns and on the rural routes, as well as in Bloomington, The Daily Pantagraph is the ONLY paper that reaches over 2% of these families, and it exerts an unusually strong and positive influence over their buying decisions.

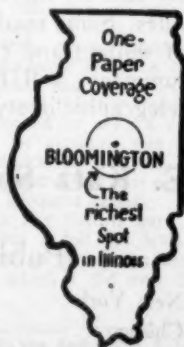
That this field is unusually fertile is indicated by the fact that 65.86% of The Pantagraph families own their homes or farms; 69.44% have money drawing interest, and 59.65% own pleasure cars.

ily in 3.66% of the city homes
0,000 homes in the trade area
hes over 83% of these families)

ily Pantagraph

DAILY BULLETIN

York City Washington Street, Boston. F. E. WALES,
., Chicago member A. B. C., A. N. P. A., Associated Press.



More About Publishers' Promotion Matter

Some helpful suggestions to increase the effectiveness of publishers' printed sales matter are:

Size—not larger when or if folded than standard letterhead, 8½" x 11".

Use a durable stock and tough envelope.

Give the name of city, state, publication and date of month and year on front page.

Tell the gist of your story in sub-heads so that "he who runs may read."

Make it easy to read, not only in text but in type. Display only the most important points. In fact handle your printed emphasis and story much as you would a verbal conversation.

Give your authority for all statistics.

Get right down to the main selling points.

Be accurate.

Be brief.

Of course, there are always exceptions to any general rules. Some market surveys, for example, cost thousands of dollars and cannot be brief. But even they, or the summary, will be more effective when made terse or telegraphic in style.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

New York
Chicago

Detroit
Atlanta

Kansas City
San Francisco

Reprinted from PRINTERS' INK, June 17, 1926.

How to Acknowledge Errors to Your Customers

These Letters, When Properly Written, May Bring Back Lost Accounts

By J. K. MacNeill

Sales Manager, Hewes & Potter, Inc.

IN our business we have two complaints which come in with any degree of frequency. They are substitution of patterns and lateness of delivery. Both have been largely unavoidable owing to peculiar trade conditions, though in many cases we are at fault. A third complaint is that of incorrect filling of orders, which is inexcusable.

About a year ago, one of our best customers in Pittsburgh wrote us cancelling all orders and informing us he was through. He said he had just been the victim of a mistake that was recurring all too frequently and that we had done it for the last time. I looked up his file and was startled to find that he was greatly exaggerating the case and that there was a chance of retrieving the account. I wrote him as follows:

Dear Mr. _____:

We are most sorry to have received your letter of the 4th, asking us to cancel all orders you have with us and also to read the sentiments you express in that letter.

We are always sorry when a customer becomes dissatisfied with the service we are giving him, but after reading your letter the writer has taken particular pains to dig into the matter and find out wherein all these mistakes have been occurring.

You tell us that you have been repeatedly begging for tabs on your dress ties. On looking through all your own written orders we can only find a record of one order received this year which specified tabs, and unfortunately the girl in the order department made a mistake when copying this order and the ties went forward without the hooks. You can appreciate, Mr. _____, that none of us is infallible and that these mistakes are almost sure to crop out in the best regulated of businesses. It is practically impossible to hope for a 100 per cent record.

We are sorry, naturally, that this one mistake has been made, but at the same time, we must plead not guilty of doing this repeatedly.

We thank you, however, for your comment that our deliveries were not

so bad, and believe that this is due in some respect to the fact that the writer has given your account some personal attention during the past few months at the request of Mr. Snyder. I am sure you will overlook this one mistake after consideration of the matter, just as you would wish your customers to try and overlook the little errors that are bound to creep into your service to them, occasionally.

Hoping you will see your way clear to retract this decision, we are, etc.

This customer not only returned to the fold, but sat down and wrote a most interesting personal letter on the waywardness of human nature and the inaptitude of the modern flapper in business. I am convinced that anything less than the polite but firm letter quoted above would not have swayed him an iota.

The credit department is the balance wheel that holds us in check but there are times when we have to eat humble pie to make up for lack of judgment on its part. I found an irate letter on my desk one morning from one Murphy, a fighting Irishman who sells for us in Oklahoma and Arkansas. It related a sad story of his reception in a store where he had but lately won an opening order that came by mail. Reaching there three weeks later, he found the manager fit to be tied. No merchandise had been received and a brief note that his standing was being looked up, with a view to opening an account, was the only communication he had received. It happens that this dealer has a most adequate rating.

A mistake like that is hard to live down but I felt the least I could do was to spend two cents in postage, which I did over the following:

Dear Mr. B. _____:

I can't tell you how badly I feel about the letter I have received this morning from Mr. Murphy outlining

the recent conversation he had with you regarding our treatment of the opening order you were good enough to mail us for Spur Ties.

Probably there is nothing I can do to correct this unfortunate mistake as, of course, the time to do that was at the moment and not a month later. If you will permit me, however, I would like to say just this.

A big business house like our own is not a machine. It is, rather, an organization of individuals. Of necessity, some of these individuals—and probably most of them—are as nearly 100 per cent in the efficient carrying out of their duties as possible. However, you will know from your own experience that there are always bound to be leaks and errors owing to the inescapable fact that we always have to deal with human nature.

The inexcusable treatment of your order was entirely a mistake. It is not typical of the way we treat all orders and certainly is not the treatment that our policy, or even our common sense, dictates. It was just one of those things that happen every now and then which are caused by non-appreciation of the essentials of the case by one individual.

I am not trying to get you to re-instate this order but am simply making an attempt to restore somewhat the good-will we are probably losing by this transaction and to hope that some time in the future you may see fit to give us another chance to demonstrate that Spur Ties can be mutually profitable to both of us.

I am also taking the liberty of asking Mr. Murphy to call back on you and extend our apologies in person.

Yours very truly,

That was an instance where it seemed the better part of judgment to be entirely frank and not try to defend an action that was, on the face of it, indefensible. It happened quite recently and the store is not yet on our books, but I am hopeful enough to think that when Murphy returns to that town armed with a copy of that letter, he will have little difficulty in reopening the account.

There are certain conditions in our business which have made it necessary for us to practice quite a little substitution of patterns on neckwear. We are getting away from this gradually but it has compelled me to spend many a night in front of a dictating machine trying to keep everyone happy. I could not find a single sample of these letters in the files that ran much less than three pages. They are too long for quotation here, but suffice it to say that in each and every case,

no matter how large or small the customer, he received a letter giving a minute description of the manufacturing problem we had on our hands; showing how by the fact of our offering a superlative pattern service to our trade, we were penalized by the necessity of substitution on account of the frequent overnight changes we had to make for their profit.

We value our customers mightily but we do not lean to the extreme view that the "customer is always right" because he is *not* always right. In such cases, it certainly is not very profitable to tell him you are wrong.

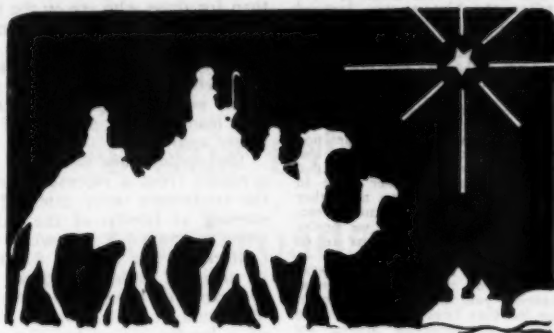
We also believe in standing back of anything our salesmen have said or done. I recently had an appeal for help from this same Mr. Murphy from Norman, Oklahoma. We make a practice of allowing our men to use their judgment in extending exclusive sale privileges, in towns below 5,000 population, to the best store in town. Murphy had tried to grab himself off another account in this town with decidedly ill results. The old account promptly shut him off and it was worth three of the new one. It was a mistake and required some action. I wrote the old account as follows:

Gentlemen:

Our Mr. Murphy has just written us regarding the situation in Norman and seems to be very much upset over a mistake he has made in your town. We gather from his letter that you have become displeased over his selling Spur Ties to a competitive account in Norman.

We always feel very badly when conditions arise that necessitate the losing of such an old and valued account as you have been. Whenever such a thing happens and it is our fault we are at pains to find the trouble and remedy it if possible. The trouble in the present instance seems to be that Mr. Murphy, not realizing your true feelings, has made a mistake, and under the circumstances, we feel it would be an act of courtesy on your part to go half way with him, in view of the promises he has made for the future and in which we are prepared to back him up.

Incidentally, and apart from the personal end of it altogether, we would like to suggest that the possession of the Spur Tie exclusive sale privilege in a place the size of Norman next year will be a very valuable one. We have some new advertising and merchandising plans under way for 1927



Merry Christmas

1927

ING-RICH SIGNS

*Fadeless Publicity
in
Everlasting Porcelain*

INGRAM-RICHARDSON MANUFACTURING CO.

General Offices: BEAVER FALLS, PA.

that we confidently expect will nearly double the demand for, and sale of, Spur Ties all over the country. We have taken the biggest step forward since this type of tie first appeared on the market in 1921. Exclusive new features, not obtainable in any competitive lines will make our proposition most attractive. We can promise you that.

Under these circumstances, then, we would like to take the liberty of asking you to reconsider your decision with regard to our merchandise. Undoubtedly, Mr. Murphy can obtain a large volume from the other store in Norman with the advertising and other backing we propose to give next year, but for sentimental reasons we prefer to encourage him in his effort to do business with you only.

Thanking you a lot for whatever consideration you may give this letter and assuring you that this Scotchman, pleading for that Irishman, will greatly appreciate your favorable action, we are,

Yours very truly,

That letter might be open to criticism from Harvard, but it paved the way for Murphy to continue sending orders from the almost lost account.

Insurance Group to Withdraw from Ad- vertising Commission

EFFECTIVE January 1, the Insurance Advertising Conference will withdraw as a member of the Advertising Commission, thereby relinquishing its affiliation with the International Advertising Association. The decision to take this action was made at a meeting of the executive committee of the conference which met at New York last week.

The question of taking this action was first brought up at the fall meeting of the conference. There was a preponderance of sentiment in favor of breaking away from the International association and, after much discussion, the matter was referred to the executive committee for further action.

Several reasons prompted the committee, which had an attendance of twelve of its fifteen members present, to vote unanimously in favor of withdrawal. One was the feeling that the International association is organized more for

the person who has something to sell in advertising service rather than for those who are on the buying end of advertising. Another member expressed the opinion that he could not see what benefits the conference obtained from its affiliation in return for the contribution made to the support of the larger association.

The matter came to a head with a report from a representative of the conference who attended the meeting at Boston of the Advertising Commission at which the conference was allotted \$1,500 as its share of underwriting the new program of educational research. This sum, it is felt, is too much of a burden on an association so limited in resources as the conference and would necessitate passing it along to the membership in the form of increased dues.

In compliance with a new by-law adopted at the Chicago meeting, the combined office of secretary-treasurer has been separated. W. W. Darrow, of the Home Insurance Company, will resign as secretary-treasurer on January 1, on which date George E. Crosby, of the Aetna Fire Insurance Company, will become secretary and Luther B. Little, Metropolitan Life Insurance Company, treasurer.

Instead of two meetings a year, the conference will hold only one. This will take place in the fall and all officers will carry over until then.

Form Philadelphia Chapter of National Advertisers

The Philadelphia Chapter of the Association of National Advertisers was formed at a dinner meeting at Philadelphia on December 7. Radio advertising and its problems was the topic of discussion. The purpose of the chapter will be to serve as a nucleus for enlarging the scope of the national association in Philadelphia by inviting other national advertisers to participate in the activities of the chapter.

A. M. Cohen Advanced by Houston "Post-Dispatch"

A. M. Cohen, advertising manager of the Houston, Tex., *Post-Dispatch*, has been made advertising director, a newly created position. He joined the *Post* eight years ago, before its consolidation with the *Dispatch*.

Roger BABSON

uses *this* thin paper for broadsides

FOR a broadside recently sent out by the Babson Institute of Statistics, Roger Babson, famous economist and statistician, used Warren's Thintext. This paper combines the finest printing results with light weight that gives the lowest mailing costs.

The broadside carried many halftone illustrations of the various Institute buildings, yet so smooth and velvety is the finish of Thintext that the reproductions were unusually pleasing.

It is this smooth finish, together with its lightness and

strength, that makes Thintext such an admirable paper for mailing pieces of all kinds. It meets every requirement of folding and binding and is opaque enough so that printing on one side of the paper will not make printing on the other side hard to read.

In our booklet, "Making it Easy to Plan Printing with Warren's Thintext," you will find many valuable suggestions as to ways you can make profitable use of this paper. Send for a free copy. S. D. Warren Company, 101 Milk Street, Boston, Mass.

THINTEXT

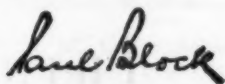
one of WARREN'S STANDARD PRINTING PAPERS

Important Announcement

Beginning with the next issue, the January number, Pictorial Review will reduce its price from fifteen cents to ten cents per copy, the same price now charged by the other leading women's magazines. This will add hundreds of thousands of circulation to our total.

We will guarantee an average circulation in excess of two million four hundred thousand net paid copies for 1928, without any increase in our rates for black and white advertising space and with a *reduction of \$500.00 per page for inside color advertising.*

PICTORIAL REVIEW



Advertising Director



THE PICTORIAL REVIEW COMPANY

PUBLISHERS

SEVENTH AVENUE AND THIRTY-NINTH STREET

NEW YORK

B. A. MACKINNON
Director of Circulation

December 5, 1927

For Mr. Block

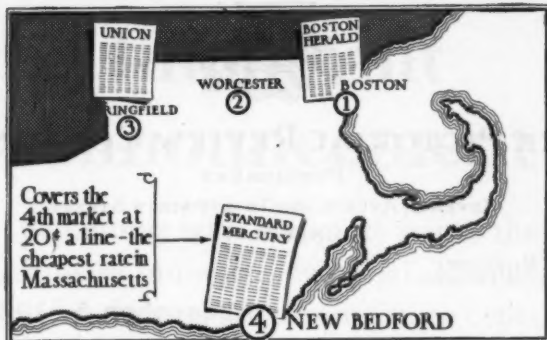
Dear P. B.

With the reduction of Pictorial Review's selling price to ten cents per copy and one dollar per year (the same as has been charged for some time by other women's magazines in our field) we will unquestionably experience the same results that the others did when they reduced their price from fifteen cents to ten cents—which means we will add hundreds of thousands of circulation to our present figure.

As you know we have decided to guarantee an average in excess of 2,400,000 net paid copies per month during 1928, but I feel absolutely certain that during the last half of the year our figures will be very much higher than those mentioned.

I know this will interest you.

Cordially yours,



The "Roto" Map of Massachusetts shows a good "buy" for you in New Bedford

OF the four major Massachusetts' markets, three offer you the opportunity to tell your advertising story with the added effectiveness of Rotogravure. And in one of these three—New Bedford—you can cover the whole market with your Rotogravure advertising.

ONE newspaper, the Sunday Standard, does it for you there at a flat rate of only twenty cents a line (the cheapest rate in New England.) Your Roto advertising in the Sunday Stand-

ard is read in 97 out of every hundred homes in the fine textile center of the world; the trading center of a section that includes 160,000 people with a per capita wealth of over \$3000. Week days the Standard Mercury does the same job for you, morning and evening, for only ten cents a line flat.

We'll be glad to help you get sales in New Bedford. Address our advertising department or the Charles H. Eddy Co., of Boston, New York and Chicago.

Member of the Associated Press

NEW BEDFORD



market in Massachusetts covered by the

STANDARD MERCURY

The "Knocking" Industrial Advertisement

Making the "Knock" General Instead of Specific Only Makes It Worse

By Harry Merrill Hitchcock

PAWING over some 500 consecutive pages of industrial advertising in a single day, and 1,000 every week, may not be the world's most thrilling occupation; but any time you want to get an argument out of the present writer, you need only insinuate that it is the least thrilling. In fact, in some ways it grades pretty well up toward the top.

There are so many questions that, as you go on glancing, nibbling, and occasionally pausing for more thorough study, begin gradually to detach themselves from the individual pages, to take form and substance of their own, and loom larger and larger in their insistent demand for an answer.

Consider, for example, that Eleventh Commandment of the advertising man: "Thou shalt not knock thy competitor's goods."

How many, I begin to wonder, among industrial advertisers who adhere to that commandment, do so intelligently, with not only a thorough comprehension of its meaning, but also of the real reasons for its existence? And how many adhere blindly, because it seems to be an accepted principle, with no real idea whether it is a genuine principle or just another Sacred Cow? And how many give it only lip-service?

The particular advertisements that give off the emanation of this question when they are put on the pan, are not, I am glad to say, in the majority. But you will find at least one or two of them in every industrial publication. What is worse, they are found rather more often among that other minority of genuinely well-constructed, technically competent, attention compelling advertisements, than among the undistinguished majority. Perhaps that is why they seem to be on the increase.

These are the advertisements

that don't knock anybody in particular; and whose authors, I don't doubt, would indignantly deny that they knock anybody or anything at all. And yet—specific example beats general accusation, every time.

Here is a striking and effective advertisement the principal feature of which is a photograph showing a business executive, probably an engineer, sitting at his desk and clutching his hair, with a worried look on his face. It reminds you some of one of the Halitosis series—but that's no criticism; on the contrary it is a high compliment. But what does the copy say?

"All you can do now is take your medicine. It's much too late to moon over what you 'might have done.' If your present ——— are 'breaking down' leaving you nothing but spasmodic service to your customers"—and more to the same effect.

Now the question is *not*: Does or does not this advertisement violate in either specific or general fashion Paragraph 7, Rule 11A, of advertising's code of ethics, or the Eleventh Commandment already cited?

THE REAL QUESTION

No, the question is: What is the most probable effect produced in the mind of the customer (and presumably the customer who heretofore has been using the competitive product) by this sort of approach to the selling talk, and is that effect the one most helpful toward a sale of your own product?

Here's another advertiser, who starts off with the headline, "Why Gamble with ———?" and goes on to imply that that is precisely what anybody is doing who buys any other product than his own. Speaking as one who doesn't know

much about that particular article, I announce that I don't believe it; and what is more, I don't believe the men who really do know a lot about it, believe it either.

Then along comes another manufacturer to claim for his product, "immunity to the universal failing of — not so carefully built." His advertisement isn't calculated to give you a very high opinion of the item—either his or anybody else's. And a transformer manufacturer lays great stress upon the statement that in his transformers, at least, there is honest workmanship.

AN INSINUATED LIE

I know a little bit about transformers, so I believe he is telling the truth; that there is honest workmanship in his transformers. But I also believe that he is insinuating a lie; namely that there is not just as honest workmanship in his competitors' transformers, or at least the overwhelming majority of them.

Some of the cleverest, wittiest, most original and most widely read advertising now being published in the industrial field, to promote the sale of what are practically staple industrial equipment or semi-manufactured materials, have underneath all their originality and their wit this same insinuation that the only honest producer, the only one whose product you can depend on, is the particular one who is talking to you at the moment.

A long while ago, a young reporter was sent out on an investigation of a commercial scandal in a certain trade which, because it may have reformed since, shall be nameless. He came back and reported to his city editor:

"Each man I talked with impressed it on me that there are only *two* honest men in the whole business; himself and Morton B. Smith."

"And what," said the city editor, "is your opinion?"

"My opinion," said the reporter, "is that there is only *one* honest man in the business; and that is Morton B. Smith."

The trouble is that however

much the reporter's opinion of that industry may have been justified, the opinion toward which such advertisements tend isn't justified at all. These advertisements are casting an aspersion on both those who publish them, and the industries of which those advertisers are members, which neither deserve.

If you really took to heart these advertisements—and there are enough of them coming along every day to trouble you—you would become pretty gloomy about the general standards of manufacturing practice and the average quality of materials and workmanship in these United States.

Should each of these manufacturers publish, instead of these general insinuations, an advertisement proclaiming that the Blank Company is a bunch of lying horse-thieves, that most of the working parts of its machine are made of putty covered up with aluminum paint and that anybody that buys one of them is a sucker; that advertisement wouldn't win many customers' hearts, but the Blank Company could sue them for libel, and a pleasant time would be had by all.

But these general aspersions can't be pinned down. The harm they do to an industry, and most of all to their authors, comes pretty near proving that, despite Blackstone, there is here an injury to which the law hath not a remedy. And the reason why they appear, and keep on appearing, seems to be because their authors have accepted the command against knocking with their ears, and obey it with their lips, but have so far failed to let it enter into their minds with comprehension, or to take it into their hearts.

There is no need to refrain from attacking a competitor, directly or indirectly, on ethical grounds. It is enough if you once get it clearly in your head that it doesn't pay you.

You don't see Westinghouse, or General Electric, or the leading machine tool advertisers, or any of the other really successful industrial people, wasting any time or attention on invidious compari-

In the eleven months ended November 30th, 1927, the New York Herald Tribune was the only New York morning newspaper of standard size to make a gain in advertising—*the result of RESULTS for Herald Tribune advertisers.*

These are the
GAINS and LOSSES

Herald Tribune *Gained* - 221,929 lines
Next newspaper **LOST** - 187,067 lines
Next newspaper **LOST** - 450,963 lines
Next newspaper **LOST** - 2,119,183 lines

NEW YORK
Herald Tribune

SAN FRANCISCO
Thomas Emory
621 Market Street

CHICAGO
Woodward & Kelly
300 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

BOSTON
Carroll Jackson Swan
931 Park Square Bldg.

sons with the other fellow's goods, whether he is named or otherwise identified, or not. That isn't merely a question of ethics, or of taste; it isn't even due to the fact that they know the products of their real competitors are good products, too—although they do know that.

It is just simply due to the fact that they know they have a job to do—to sell their own stuff. And they haven't any time, energy or attention to spare from that job, even to think about what their competitors are doing.

Knocking, general or specific, is just wasting time from the job of getting the story of your own product across. Knocking that your customers won't believe anyway, as most general knocking is, is just a little bit worse, because it leads that much more directly away from a sale instead of toward a sale. But all of it is only a further extension of the fault of distracting the customer's attention; which is in my humble opinion, fundamentally unsound advertising.

Once I knew a sprinter who had marvelous natural gifts. He was timed repeatedly in 9 4/5 seconds for the 100-yard dash, which as most people know, is getting from here to elsewhere with appreciable celerity. Lots of people thought he was a good bet to win the national championship. But he wasn't.

He had one incurable fault. He couldn't resist the temptation, as he neared the finish line, to look around to see what the other fellows were doing. He didn't give them any dirty looks; he only turned his head over his shoulder. But that was enough to slow him down and cost him both records and races that, by every other criterion, he should have won.

Keep your advertising's eyes on the straight track ahead!

To Publish "Chemical Markets" Monthly

Chemical Markets, New York, will be changed to a monthly, effective with the January issue. Its type-page size will be seven by ten inches.

DuPont Advertising Plans Discussed at Sales Meeting

Approximately \$750,000 will be expended in 1928 for advertising for the paint and varnish division of E. I. duPont de Nemours & Company. The advertising and sales campaign was explained to fifty-two district managers at a meeting recently held at Philadelphia. Newspapers and magazines will be used.

The district managers were shown the value of past advertising through a number of graphs which illustrated the increase in sales and the widening of the area of distribution. The meeting was in charge of W. M. Zintl, division manager of paint and varnish division, and W. A. Hart, director of advertising.

New Accounts for Milwaukee Agency

The Modern Machine Works, makers of Red E Power lawn mowers, and the Hercules Construction Company, both of Milwaukee, Wis., have placed their advertising accounts with Hannah-Crawford, Inc., Milwaukee advertising agency. Class and general publications will be used on the first account and newspapers and general publications on the second.

Changes on Staff of India Tire & Rubber Company

J. N. Dunlevy, formerly advertising manager of the India Tire & Rubber Company, Akron, Ohio, has been transferred to direct sales in the Akron district. A. C. Fisher, manager of the accessory and repair materials department, has taken over the duties of advertising manager.

Stanley I. Clark with "The Ladies' Home Journal"

Stanley I. Clark, director of research of the Joseph Richards Company, New York advertising agency, has joined the New York sales staff of *The Ladies' Home Journal*. He will cover New York State territory. Mr. Clark had been with the Richards agency for six years.

"The American Contractor" Appoints L. B. Hammond

Leroy B. Hammond has been appointed Western representative of *The American Contractor* with headquarters at Chicago. He has been with the *Chicago Tribune* eight years, during two of which he was in charge of the merchandising department.

A. N. Cook Advanced by Bigelow-Hartford Carpet

Alexander N. Cook has been made sales promotion manager of the Bigelow-Hartford Carpet Company, New York. He has been advertising manager and, in his new position, will continue to supervise the advertising of the company.



Charles Daniel Frey
Company
Advertising

Magazine

Newspaper

Outdoor

Direct-by-mail

30

North Michigan Avenue
Chicago, Illinois



The sales girl sells what's *easiest* to sell

Making the sale is the chief interest of any clerk.

Of two or more like products, the one with any *extra* selling point is favored every time.

Child Life's new *certification service* gives that extra sales edge.

Its seal on any product is added assurance of quality and satisfaction—by a magazine read in 200,000 quality-buying homes; by one of America's oldest, best known publishing houses.

If families buy your product, for children especially, you'll want to know more about this unusual merchandising aid. Many national advertisers have already welcomed it.

For complete details just write to The Merchandising Bureau of Child Life, 536 S. Clark Street, Chicago.

CHILD LIFE

Rand McNally & Company — Publishers, Chicago

Showing the Product from New Angles

Unconventional Illustrations of a Still-Life Character That Present Their Subject Material Along Unexpected Lines

By a Commercial Art Manager

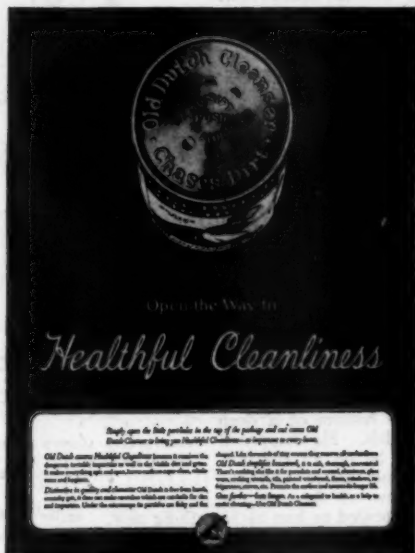
IN a search for unconventional subjects for illustrations, the advertiser should not overlook the possibilities connected with the product itself. To what extent has versatility of composition and point of view been brought to bear? Has the inanimate object been shown in the same manner, year after year? What new perspective ideas can be applied to excellent effect?

Imagination employed in this direction is likely to solve the problem of the advertiser who believes in featuring his product over everything else, and makes it the chief pictorial feature. Unexpected and strikingly original perspectives often make a very old subject appear new.

Just when it would appear that every possible arrangement of an object has been used, an artist or photographer discovers an innovation. For years you doubtless have noticed the pictorial presentations of the Old Dutch Cleanser can. Illustrations of it have been based on the normal perspective of a cupboard shelf or the kitchen sink. In other words, it has been shown exactly as hundreds of other tin containers are shown.

The latest advertisement in colors for Old Dutch Cleanser is one of those startling studies in perspective which supply fresh vitality to a commonplace illustration. The top of the container is

given the lion's share of attention, while an exceedingly sharp look-down perspective throws the side elevation and its label into the background, although these details are not unrecognizable. No such startling view of this can was ever included in the campaign be-



RECENT ADVERTISING OF OLD DUTCH CLEANSER USES THIS STARTLING PERSPECTIVE

fore, despite the fact that the container top carries an important message because of the sifter slots. "Simply open the little port-holes in the top of the package," states the advertiser, "and out comes Old Dutch Cleanser to bring you healthful cleanliness—so important to every home." The headline is a happy one: "Open

the way to Healthful Cleanliness," referring specifically to the featured container-top.

The tendency is to hold to conventional perspectives in portraying the product, despite the fact that many novel ideas can be introduced and their character justified by appropriate headlines, as in the case of Old Dutch Cleanser.

We are accustomed to seeing an object in a certain way and from a prescribed angle and it seldom occurs to us to look about for compositions and perspectives less conventional.

Current illustrations for the Howard watch indicate very definitely to what extent imaginative perspective can be put to work serially. Watches have been long shown in a certain set, full-front-view perspective. The Howard idea is to avoid quite studiously any obvious viewpoint. Watches are tilted at strange angles, and posed in the most extraordinary manner.

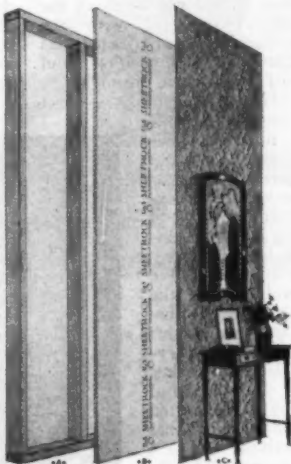
A chance photograph was snapped by a worker of a great Caterpillar Tractor at the bottom of a deep gulch. He happened to be on an embankment above and the view of the machine appealed to him as something new.

When this print was developed it was at once observed that the strikingly unusual perspective brought out features of the tractor which no previous pictures had ever managed to portray. It was a three-plane photograph, clearly featuring mechanism heretofore concealed. As an advertising illustration it was most effective.

A study in perspective recently permitted a United States Gypsum Company advertisement for Sheetrock to feature the product along thoroughly new lines. A section of the product is placed at a sharp

angle, and is flanked, at left and at right, by two other perspective studies, best described in the brief summary by the advertiser in this manner:

A is the frame structure of the wall. Wood frame, it will readily burn. B is the broad, high sheet of Sheetrock, the fire-proof wallboard, that you nail to the wooden framework. Being gypsum rock, it cannot burn. C is the smooth, rigid, permanent wall you make so



"A" is the frame structure of the wall. Wood frame, it will readily burn. "B" is the broad, high sheet of Sheetrock, the fire-proof wallboard, that you nail to the wooden framework. Being gypsum rock, it can not burn. "C" is the smooth, rigid, permanent wall you make so easily with Sheetrock, decorated with wall paper, paint or plaster, the plastic paint. Sheetrock is sold by your local dealer in lumber or building supplies.

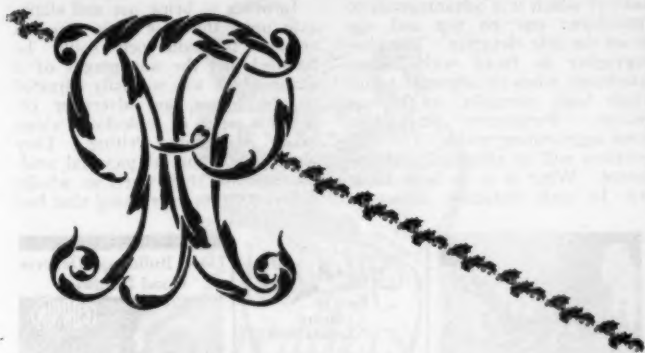
Made only by the United States Gypsum Company, Dept. 96, 601 W. Adams St., Chicago

PERSPECTIVE ALLOWS A GREAT DEAL TO BE TOLD IN THIS
ADVERTISEMENT OF THE UNITED STATES GYPSUM
COMPANY

easily with Sheetrock, decorated with wall paper, paint or plastic paint.

Against the latter perspective plane, a mirror has been placed and a decorative table, picture and vase, containing flowers, thus transforming it into a section of a real room.

It frequently occurs that a product carries equally important and interesting features along two surfaces. A conventional perspective reproduction might bring but one of them into the line of direct vision. Thus, an ornate packet of talcum, or a box of breakfast cereal, presents two sets of labels,



May the new year set up
a rich store of health and
happiness for you and
deliver the proofs daily.
That this wish goes "O.K.
Without Corrections"
is the earnest hope of

FREDERIC NELSON PHILLIPS, INC.

Typographers Who Prove It With Proofs

314 EAST 23RD STREET

NEW YORK

Buy Christmas Seals
Fight Tuberculosis





picture readers ~all!

THE radio has done two things. It has increased the number of stay-at-homes, the number of readers. But it has also decreased the concentration they give the printed page. To-day, he who sits, reads almost as sketchily as he who runs.

The only answer is to tell your story at a glance. And the only method is—by pictures.

Results are the true measure of economy. If the best engravings did cost more, they would still be the cheapest. But as a matter of fact more than one customer has told us, on analysis, that his engraving bills were actually lower since he started with G & M.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

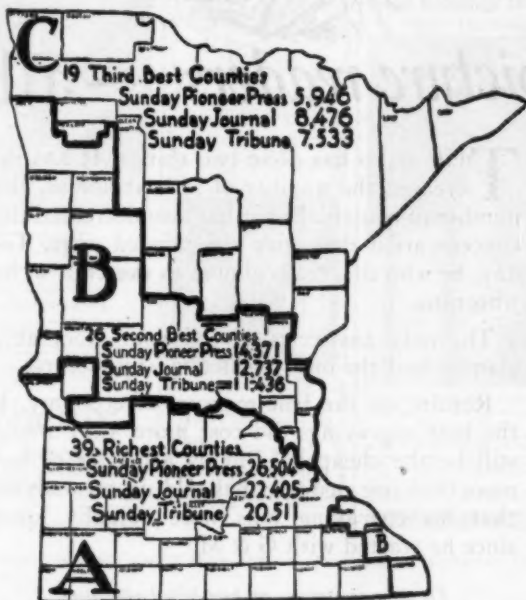
Photo Engravers

West Washington Square ~ 230 South 7th St.

P H I L A D E L P H I A

The Circulation of the St. Paul
SUNDAY PIONEER PRESS

in the 39 Richest and the 26 Next Richest
 Counties in Minnesota is Greater Than
 That of Any Other Twin City Newspaper



| —A— | | —B— | | —C— | |
|------------|--------------|--------------|--------------|------------|------------|
| Land Worth | Land Worth | Land Worth | Land Worth | Land Worth | Land Worth |
| More Than | From | From | From | Under | Under |
| \$90 | \$50 to \$90 | \$50 to \$90 | \$50 to \$90 | \$50 | \$50 |
| an Acre | an Acre | an Acre | an Acre | an Acre | an Acre |

St. Paul Dispatch-Pioneer Press

General Advertising
 Representatives

O'Mara and Ormsbee, Inc.

Detroit, San Francisco
 New York, Chicago.

cal in their perspective elements. The product was either drawn or photographed from a side view, which certainly failed to bring out numerous important features of the "business end."

Someone in the organization took exception to these illustrations. Why, he asked, were pictures of the flashlights never presented in such a manner as to elaborate the little bulb, the generous area of flash, and the glass area? Here were real talking points, pictorially.

It was not possible to photograph the models because the perspective was out of kilter, but an artist was found who overcame this, and the head-on illustrations have been immeasurably more effective than the pictures previously employed. For one thing, they suggest such a generous light area, and that is what obviously interests the prospect.

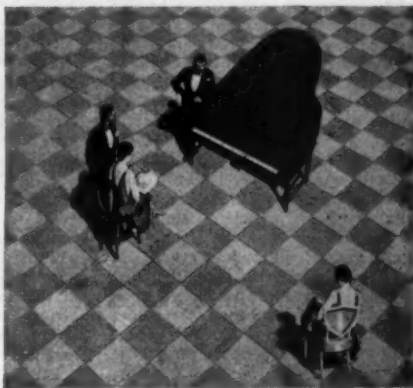
To place the line of vision on an "even plane" with a still-life composition is to miss so many artistic perspective possibilities, and invites a frankly commonplace illustration. That is what so frequently happens because it is the obvious thing to do.

Modern illustrators, including the camera specialist, are searching for the startlingly different point of view. It is not necessarily always from above. Strange and unexpected angles are arrived at which very often assist in featuring elements which have not been brought into the picture before by the old, unimaginative method.

It has been interesting to watch a year's advertising art for Corbin products, particularly those compositions in which door checks are shown. Here was an admittedly

difficult article to photograph. Its position was at the very top of the door, and when photographed from beneath, became an unimportant element in the total composition. Other advertisers had been content, in the meanwhile, to photograph their devices detached and not in actual use.

The Corbin plan is simple enough. The camera is brought



"IT BRINGS THE WORLD'S GREATEST PIANISTS INTO
NY NONE . . . That's why I bought
it." The Welte-Mignon License Reproducing Piano
permits not the slightest variation from the artistry
of the great musician. In playing is the artist's play-
ing; you have but to close your eyes to feel the pres-
ence of the master at the keys. It is modern magic.

Welte-Mignon License Reproducing Pianos are
offered by 115 leading piano manufacturers. Piano
merchants everywhere are anxious to demonstrate to
you. Send for our Book of Famous Artists. The
Acme Pneumatic Action Company, W. C. Blanton,
President, 655 West 51st Street, New York, N. Y.

Welte-Mignon

REPRODUCING PIANO

THE MASTER'S FINESSE IN YOUR HEAR

THE PRODUCT IS FEATURED—BUT IN A STRIKING AND
ORIGINAL MANNER

nearer the door check itself by the simple expedient of shortening the distance between camera and object. The photographer stands on a ladder or a platform and makes his studies, which means that there is a near-on view, with the device featured unmistakably. Thus the check is shown from below, rather than side view, as when only the detached article is introduced. You see the check as you would see it when standing on the floor by the door. All of these illustrations are unusual as to perspective and therefore quite effective.

Is the Forced Volume Method the Best Distribution Plan?

Or Is It Better to Sell Small Quantities and Look for Repeat Business?

By A. H. Deute

WHEN a man comes to the point of wanting to market a new product, he has two separate and distinct ways by which he can go about it. The first way is to get a small quantity of stock into the hands of as many dealers as possible and look for repeat business. The second method is to force the volume, plus the sale; in short, give the dealer as much as it is possible to push onto him.

Both methods have been found profitable. Both methods are being used. In this article I shall try to analyze some of the strong and weak points of each method. It is needless to point out that the sales plan should be based upon one method or another. It is demoralizing to the product to recognize neither and possibly do a little of both.

Talk to the wholesale and retail trade and they will assure you that the only safe and sound method is to get a small initial lot of the product into the dealers' hands and, by giving them a profit which will interest them, prompt them to display it and take an interest in introducing it. They will point out, too, that, naturally, the proper advertising campaign will stimulate consumer interest and also give the dealer added confidence in pushing the product.

According to this theory, as the dealer finds his stocks diminishing he will naturally reorder, and in that way the movement of the commodity is assured.

One very strong argument in favor of this method of gaining distribution is that the dealer unconsciously becomes friendly toward the product.

The dealer finds that every two or three weeks he must reorder. He notices that people come in and ask for the product and that there is a healthy, steady turnover. He assures himself that this is a fine

product, put out by a house which has the proper conception of the functions of the merchant and consequently is willing to work with the manufacturer.

There is, too, a psychological reaction which is very sound. The average retailer forgets just how large or small his purchases may be when he is considering the frequency with which he orders and reorders a given item.

"I can't help but feel mighty friendly toward an item which seems to move out each week," a retailer said to me. "After three or four times, you get the product in mind. When its name appears on the want list week after week, it doesn't take such a new article long to become one of the staple members of the line.

SEEING TOO MUCH OF A PRODUCT

"But the thing which discourages us and makes us antagonistic to an article is to see a quantity of it on hand week after week and not much action behind it. It is then that we retailers are apt to shake a mental fist at it and wish it were out of the store for good and all. The next step is to decide that the product is just another dead one which was wished into the store and the best thing to do is to make the best of a bad job and get rid of it with the least possible loss of time and money. At any rate get it out of the store, recover the money, if possible, and then use the space and the money for some product that will move.

"Now and then we do ourselves and a product a real injustice in that way."

It is true that the wholesale and retail trade develops a resentment for the slow-moving article. A merchant who is trying to be absolutely sincere and work for the best interests of his customers has added confidence in recommending

something which he sees people are buying every day. In no way does this confidence establish itself so well as through his having to reorder the item frequently.

"Every now and then I purposely cut down a man's order," a wholesale grocery salesman once told me. "There is one dealer, for example, whom I call on every week. I watch the particular items I am anxious to have him sell. I talk to him about them and try to get his clerks interested. I have sold him goods for several years and he lets me send him anything I think is good for him to handle. A few months ago my house got control of a new product. I felt it was a good thing. I could have given that dealer ten cases. He suggested I send two or three. Actually, I sent him one.

"But two weeks later I had to say to him: 'Bill, I guess I made a mistake on that sauce. I thought I'd send you plenty, but you've sold out. I guess your customers liked it pretty well.' Then I sent him one more case, but I sold him again in a week. Within a couple of months, that merchant and his clerks became convinced that they had a real winner. Actually, I sold him seven cases in eight weeks. I could have sold him ten cases the first time. On paper, that would have been the thing to do. But if I had done that, by now he would be asking me to relieve him of a few cases. He might have sold four cases by now. He wouldn't have sold what he has because he wouldn't have had his interest maintained."

Nothing discourages the dealer so much on a product, especially a new one, as to see his original purchase still with him. If the specialty man who sold him the initial order calls again and finds a liberal stock on hand, the dealer takes the opportunity to make some unkind remarks. While he is doing that he isn't convincing the specialty man, but he is convincing himself that that product is hardly worth handling and that he should not have purchased it in the first place.

But let the contrary be the case

—let the salesman find that the dealer has cleaned up. Then salesman and dealer are immediately on a friendly basis and the dealer goes about his business pushing that item. A healthy relationship has been established between the producer and the man whose job it is to supply the family who must eat it up. The producer should be able to look to that dealer to continue to be an enthusiastic and friendly supporter of his product.

There are a good many of the most successful manufacturers and producers who admit the foregoing to be the ideal method. But they point out that while in theory it is all very beautiful, in actual practice it does not work out. The average dealer has so many items in stock that he cannot do very much for any ordinary item, even if he does feel friendly toward it. In fact, he feels friendly toward a great many items, but that does not mean that he can spend much time actually selling them. The sales managers who look at that side of the matter point out that experience teaches that the average dealer is most interested in selling the article which he is most anxious to move. So these sales managers work on the second of the two methods first named. In short, they believe the best method is to load the dealer to the limit, and then, possibly, a little bit more.

OVERLOADERS AT HEART

While most sales managers and salesmen render a sort of "lip service" which has to do with talks on turnover, modest purchases and that sort of thing, at heart a great many of them like the idea of loading the buyer to the limit and only hope they can succeed in doing so.

Possibly the most harm which comes from this practice comes through the unwillingness of most sales managers to admit that that is just what they are trying to do and then not undertake to teach the trade the best thing to do under the circumstances.

Not many salesmen come right out in the open and reply as I heard one salesman reply to a

Newsstand Group is going ahead

To meet the demands of the American News Company it will be necessary to print more than 2,200,000 copies of the April issues of these magazines. This so far exceeds the estimate upon which the new 1,350,000 total of net-sale guarantees was based that a substantial increase is now under discussion.

| | | |
|--------------|--------------------|-------------|
| Men's List | Net-sale guarantee | 1,250,000 |
| Page \$1,200 | Members A. B. C. | Line \$5.50 |

Ace-High
Black Mask
Clues
Cowboy Stories
Danger Trail
Five Novels
Ranch Romances
Three Star

| | | |
|------------|--------------------|-------------|
| Women's | Net-sale guarantee | 100,000 |
| Page \$100 | Members A. B. C. | Line \$.50 |

Breezy Stories
Young's Magazine

To provide for additional magazines underway and increasing circulation of present magazines, more than \$110,000 is being invested in printing equipment. A new \$80,000 press is being installed, the largest of its type in the world, with a capacity of more than three million Newsstand Group magazines a month.

E. R. Crowe & Company, Inc.
Magazine Advertising Management
New York and Chicago

Two Points to Remember about Iowa

1

Increase of a half-million dollars a month in Iowa bank deposits, as shown by the last three-month check-up, reflects a parallel increase in Iowa's commercial activity.

2

Advertisers familiar with the market know from experience that newspaper advertising in Iowa's twenty-one key cities is essential in getting your full share of this increased business.

IOWA DAILY PRESS ASSOCIATION Davenport, Iowa



| | | | |
|---------------------|------------------------------------|-------------------|------------------------|
| Ames | Tribune | Fort Madison..... | Democrat |
| Boone | News-Republican | Iowa City..... | Press Citizen |
| Burlington ... | Gazette | Keokuk.... | Gate City |
| Burlington Hawk-Eye | | Marshalltown | Times-Republican |
| Cedar Rapids | Gazette & Republican | Mason City... | Globe-Gazette |
| Centerville.. | Iowegian & Citizen | Muscatine.... | Journal & News-Tribune |
| Council Bluffs..... | Nonpareil | Oelwein..... | Register |
| Davenport.. | Democrat & Leader | Oskaloosa..... | Herald |
| Davenport.... | Times | Ottumwa..... | Courier |
| Dubuque.. | Telegraph-Herald and Times-Journal | Sioux City... | Journal |
| Fort Dodge.. | Messenger & Chronicle | Sioux City... | Tribune |
| | | Washington... | Journal |
| | | Waterloo.... | Evening Courier |
| | | Waterloo.... | Tribune |

dealer. This salesman had just been blamed for selling a retail druggist a really enormous quantity of soap. The salesman, calling for the first time after the dealer received his big shipment, replied:

"Of course I sold you a good-size order. But it wasn't too much soap. You can sell it. I know that while you are busy unloading it you won't be fussing around with a lot of other brands.

"What you want to do now is just figure out how cheap that soap was—what a fine price you got when you figure your quantity discount and then add in the free goods you got with the deal. Now, you figure your cost per cake and then you figure out what you want to sell it for, and then get busy. I'll help you dump the whole lot of it into that window of yours and we'll make a big window sticker and put on a soap sale that will make you soap headquarters. We'll start it off tonight and we'll do business by the time the movie crowds are out!"

That evening between seven and ten that salesman put in a great window display for the dealer. He piled the entire lot of soap into the window and he put up a big sales streamer. Another heap was alongside the cash register. Before quitting time, the dealer had sold enough soap to show him that what he thought was over-loading was merely buying a salable quantity and he took up the salesman's proposition to accept a future shipment in two weeks.

WHEN IS A DEALER OVERLOADED?

"Just what do you mean by over-loading a man, anyway?" a candy sales manager asked me one day. "Just take gum drops, for instance, or salted peanuts. The average candy store buys a five-pound box of gum drops or at most a pail of them and then sticks them away, waiting for somebody to come in and say, 'gum drops.' Such a man would consider a barrelful of gum drops or a barrel of jelly beans, weighing, say, five hundred pounds, entirely out of the question. Yet glance into a Woolworth store and note the great quantities of salted

peanuts or jelly beans which are on display at one time. Then stand around and watch them doing business!"

This sales manager had just worked out a close price on jelly beans in barrels and had urged and goaded his men into selling them in barrel lots. A lot of them were sold to dealers who were bullied into buying them. But they found, a little later, that these large quantities sold out if they were well displayed and offered at the right price.

"The trouble with the average retailer of candy," this sales manager explained, "is that the five-pound bulk package has come to be regarded as the unit of purchase. Five pounds of any one kind of candy isn't enough to get behind. So a man clutters his store up with a lot of five-pound boxes, puts a handful of each onto a glass tray which might hold two handfuls in a pinch, and then sits back and waits for somebody to come in and ask for a nickel's worth of candy.

"Now, we come along. We show him how to handle a barrel of jelly beans, and he *can handle* such a quantity. Often at first he doesn't think he can. But many times we succeed in talking him into the idea. He orders. If he can keep himself hot on the idea, he starts doing business when his shipment comes. If not, he sags down into a heap and worries around until we come to see him again. He just forgot that he could sell a barrel of jelly beans and having it on his hands almost scares him to death."

Just what is meant by over-loading a man? Of course, it is a purely relative term. A dealer feels he is over-loaded when he has bought more than has been his custom. But that, in itself, means nothing.

Years ago Alexander Kerr, one of the greatest sales managers I ever met, used to say to his sales force: "Figure out what a merchant's year's requirements of all makes of jars are apt to be, and then sell him that quantity of our make!" That was based on the

sound theory that the merchant, after all, puts his selling effort back of the product with which he is well supplied.

For months I tried, some years ago, to sell my line of candy to a big general retail store man in Oregon. Over and over again I failed to get an order. It seemed that just ahead of me there was a man representing another line and every time he called he sold the dealer enough candy to make that dealer lose interest in every other line.

Fortunately or unfortunately, whichever way you want to interpret it, that salesman decided to take a mid-winter vacation. He went to California to put in two weeks playing golf. I dropped in during the first week to see the general store man. He said to me: "Well, kid, I guess there's only you and me left, with all these moguls going to California to play golf!"

A CHANCE FOR AN ORDER

And he gave me an order. Or rather, he gave me a chance to write an order. Now, I knew that dealer was used to buying sizable quantities. This competing salesman had taught him that. So I wrote up a man-size order. I shivered while I was doing it. Finally I handed it to him to sign. He signed it and I got out of that store before he might, as I feared, change his mind. He accepted the shipment which was simply in line with his usual purchases.

I saw him again a week later, just a few days before the competitor was apt to be back. The dealer bought again. He seemed to like attention. That time he got enough candy to keep him supplied for two weeks, but I told him I would see him the following week. That man remained my best friend and customer until I left the Coast, but he was kept loaded to the limit every week. Within a couple of months the man who formerly kept him loaded lost his temper and there was a blow-up.

One of the outstanding brands of canned milk on the American

market today built up its immense business along those very lines. This company's salesmen never seemed to learn that milk was packed in less than carload lots and they sold accordingly.

On advancing markets these men would book jobber after jobber at the old price and the jobbers would find themselves in receipt of great lots of milk. When they realized they were getting them at the old price, they were satisfied. The amusing part about it was that these jobbers did not profit financially by getting the extra price. They, in turn, passed it on to the retailer, on account of competition among themselves. The retailers, nine times out of ten, passed it on to the public. It may well be that that is a very good way to build up brand strength and put out large quantities of merchandise at the minimum selling cost.

Close buying usually relieves a company of the need of really trying hard to sell. It often holds prices far out of line with what they could be if quantities were larger and running expenses spread over more items.

Hand-to-mouth stocks in retail stores and jobbing houses actually discourage the selling effort on the part of the merchant and his clerks or the jobber and his men. Buying hand-to-mouth, they sell hand-to-mouth. Business slows up. May we not look forward to more honest-to-goodness pushing out of merchandise in real worth-while quantities—not only honest-to-goodness pushing out, but a willingness to buy and consequently a greater actual consumption? Isn't it a fact that nine salesmen out of ten during 1927 have been really underselling?

As we compare again, for a moment the two methods of selling, namely, that based on small quantities, what one wholesale drug salesman irreverently calls "twelfth of a dozen assorted," as against the plan of selling real quantity, is it not possible that the salesman who does his customers a really good turn is the man who induces them to buy liberally and then sell not only actively but aggressively and well?

~as plans for 1928 are being made remember this~

During 1927 the state of Kansas and Northwestern Oklahoma was one of the most prosperous and responsive territories. Business was mighty good. Our forecast for 1928 is that it will be even better.



In the whole state of Kansas not one daily newspaper equals The Wichita Eagle in either lineage or circulation—not a single one.

There is no substitute for The Wichita Eagle.

RATES—

Morning—15c Line

Sunday—17c Line

**Combination
Morn. & Eve.—18c Line**

The Wichita Eagle

Morning—Evening—Sunday

WICHITA

KANSAS

Represented Nationally By The S. C. Beckwith Special Agency

"Fair Trade" Bill Again Introduced in Congress

*Washington Bureau
of PRINTERS' INK*

FOLLOWING the reintroduction of their Fair Trade Bill in Congress last week, Senator Arthur Capper and Representative Clyde Kelly issued a joint statement regarding it. Their purpose, they explained, was to furnish legislative relief to the business men of the country and protection to the public against misleading price manipulation.

The Capper-Kelly Bill, introduced in both Houses on Monday of last week, and referred to committees on interstate and foreign commerce, is intended "To protect trade-mark owners, distributors and the public against injurious and uneconomic practices in the distribution of articles of standard quality under a distinguishing

trade-mark, brand, or name."

According to the statement of the sponsors of the bill, during the last few months a number of leading trade associations, including the National Association of Manufacturers and Direct Mail Advertising Association, have added their demands to endorsements of the bill previously adopted by more than six hundred commercial organizations. The statement also mentions that the Federal Trade Commission has frankly admitted its inability to proceed in dealing with the distribution of standard-price, trade-marked articles and that court decisions have been so conflicting that manufacturers and distributors do not know how to conduct their business.

Advocates of the bill contend that it has sufficient general backing to bring it to an early and successful vote. They claim that all of the necessary committee work has been accomplished and that early passage of the bill is assured.

November Chain-Store Sales

| Company | November 1927 | November 1926 | % Change | 11 Months 1927 | 11 Months 1926 | % Change |
|------------------------|------------------|------------------|-------------|-------------------|-------------------|-------------|
| F. W. Woolworth .. | \$23,730,699 | \$22,534,950 | 5.3 | \$228,850,594 | \$212,291,192 | 7.8 |
| J. C. Penney | 17,054,055 | 13,332,982 | 27.9 | 130,149,214 | 99,696,606 | 30.5 |
| S. S. Kresge | 12,010,892 | 10,956,597 | 9.6 | 110,722,047 | 98,767,251 | 12.1 |
| S. H. Kress | 5,271,611 | 4,821,600 | 9.3 | 46,877,670 | 42,200,669 | 11.1 |
| W. T. Grant | 4,366,087 | 3,725,516 | 17.1 | 35,117,499 | 29,479,637 | 19.1 |
| McCrary Stores .. | 3,239,554 | 2,936,588 | 10.3 | 32,482,031 | 27,558,318 | 17.8 |
| Childs | 2,274,639 | 2,180,852 | 4.3 | 26,314,004 | 23,657,670 | 11.2 |
| J. J. Newberry | 1,363,801 | 955,159 | 42.7 | 11,835,453 | 7,818,123 | 51.3 |
| Hartman Corp. | 1,312,079 | 1,390,532 | -5.6 | 16,173,608 | 17,108,033 | -5.4 |
| J. R. Thompson | 1,184,320 | 1,192,523 | -0.6 | 13,085,821 | 13,119,840 | -0.2 |
| McLellan Stores | 1,165,806 | 984,159 | 18.4 | 9,287,470 | 7,208,544 | 28.8 |
| F. & W. Grand | 1,139,072 | 954,490 | 19.3 | 10,609,258 | 8,680,240 | 22.2 |
| D. Pender Grocery.. | 1,105,911 | 956,131 | 15.6 | 11,242,514 | 9,624,854 | 16.8 |
| Metropolitan Stores . | 1,089,681 | 1,010,181 | 7.8 | 9,922,780 | 8,867,457 | 11.9 |
| G. C. Murphy | 865,452 | 799,273 | 8.2 | 8,169,905 | 6,731,143 | 21.3 |
| Peoples Drug Stores | 715,249 | 591,969 | 20.8 | 7,208,401 | 5,566,740 | 29.4 |
| Loft, Inc. | 628,863 | 768,881 | -18.2 | 6,877,242 | 7,335,447 | -6.2 |
| Neisner Bros. | 566,806 | 426,718 | 32.8 | 5,188,361 | 3,357,650 | 54.5 |
| I. Silver & Bros. | 512,927 | 477,232 | 7.4 | 4,583,648 | 3,834,611 | 19.5 |
| Kinnear Stores | 340,438 | 181,923 | 87.1 | 2,510,429 | 1,804,063 | 39.1 |
| Fanny Farmer | 318,616 | 299,617 | 6.3 | 3,180,301 | 2,836,151 | 12.1 |

Woolworth reports that old stores contributed \$113,909, or .51 per cent of the gain in November and \$8,057,830, or 3.85 per cent of the gain in the eleven months. This chain has added 105 stores this year and reports nine stores in operation now in Germany, all of which have been opened since July 30.

Number of Stores in Operation:

| November | | | November | | |
|----------------------|------|------|------------------------|------|------|
| | 1927 | 1926 | | 1927 | 1926 |
| S. H. Kress | 183 | 169 | G. C. Murphy | 112 | 93 |
| McCrary Stores | 219 | 188 | McLellan Stores | 126 | 113 |
| Hartman Corp. | 19 | 16 | Loft, Inc. | 40 | 40 |
| F. & W. Grand | 55 | 41 | I. Silver & Bros. | 22 | 19 |
| Metropolitan | 91 | 81 | Fanny Farmer | 108 | 91 |
| J. J. Newberry | 142 | 107 | | | |

Smith Endicott Company
advertising agency, announces
the retirement of T. H. Endicott
on December 31, 1927. The
business will be continued by
Barrett Smith under the name
Barrett Smith Company

Faith is a Higher Faculty than Reason

FAITH is a higher faculty than reason. It is a union of belief and trust, a power which overcomes, attains and accomplishes. By it battles are won, cities are built, great organizations are developed. By it we accept or refuse everything in Life.

There are 3,000,000 Catholic families in the United States today. One out of every 4 or 738,753 are members of the Knights of Columbus. They have the utmost *faith* in their religion, the utmost *faith* in their fraternal-religious society, the utmost *faith* in the editorial and advertising content of their fraternal-religious-general magazine—Columbia, which reaches everyone of them.

That is why Columbia is backed by an allegiance, a loyalty, a faith and therefore a patronage not found in, or even possible in, *any other magazine in America!*

738,753

Net paid circulation, A. B. C. June 30, 1927

COLUMBIA

The Largest Catholic Magazine in the World

*Published and printed by the Knights of Columbus in their own plant
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Important Final Decisions in Trade-Mark Cases

Decisions of the Court of Appeals of the District of Columbia Settle a Number of Cases Involving Widely Advertised Trade-Marks

*Washington Bureau
of PRINTERS' INK*

A NUMBER of widely advertised trade-marks figured in a long list of important decisions recently handed down by the Court of Appeals of the District of Columbia. Appeal can be taken from these decisions only to the Supreme Court of the United States, and since it is exceptional, indeed, for that court to accept an appeal for review, it is highly probable that these decisions are final.

Four of the decisions are particularly significant because they clear up the problems concerned with the protection furnished by making a trade-mark part of a corporate name. This practice appears to be growing rapidly, and the four decisions on the subject constitute a fairly complete outline of the pitfalls to be avoided in adding security to a trade-mark by including it in a corporate name.

To secure this added protection it is essential that the trade-mark be different from others in the field, according to the decision in the case of the Three-in-One Oil Company vs. The Lobl Manufacturing Company. This case was appealed from a decision of the Commissioner of Patents. According to the court decision, Lobl applied for registration of a trade-mark, "3 in 1," for use on hot-water bottles, icebags, and fountain syringes. The oil company opposed the registration on the grounds that it had been engaged in manufacturing and selling oil under the trade-mark "3-in-1" for about thirty years, and that "Three-in-One" is the dominating feature of its corporate name.

The court commented on the fact that the goods are obviously not of the same descriptive properties, and then considered the right of The Lobl Manufacturing Company to register as its trade-mark a part of the corporate name of

the oil company. The decision cites the case of the American Steel Foundries Company (269 U. S. 372) regarding the right of that concern to appropriate as a trade-mark the word "Simplex" which it was claimed was the dominating feature of the corporate name of the Simplex Heating Company.

In the present case, the decision states that it appears that there are about seventy-five registrations in the Patent Office of the trade-mark "3 in 1"; and that "Three-in-One" is part of the names of many corporations doing business in various lines throughout the country. In this respect, the court found the Foundries case to be controlling, and commented on the fact that "Three-in-One" standing alone would signify nothing as an identification of the oil company, since it is the qualifying feature in the names of many corporations. The decision then continues:

Of course, where the entire corporate name is appropriated, the rule of the statute is absolute in terms and such a mark would be denied registration; but, as said in the Foundries decision, "Where less than the whole name has been appropriated, the right of registration will turn upon whether it appears that such partial appropriation is of such character and extent that, under the facts of the particular case, it is calculated to deceive or confuse the public to the injury of the corporation to which the name belongs."

It is clear that there is no such confusion in the present case, and that the decision of the Commissioner dismissing the oppositions and directing registration to appellee corporation is right.

The decision in the case of Dunlap & Company vs. The Bettmann-Dunlap Company answers a question as to the right of appeal from one Patent Office tribunal to another to establish facts regarding similarity of the goods. In this case Dunlap & Company opposed the registration of three trade-marks by Bettmann-Dunlap con-

sisting of the word "Dunlap" displayed on different backgrounds, claiming use of a similar mark on hats, caps, clothing, parasols, umbrellas, women's headwear, neckties, mufflers, leather and fabric gloves, furs and scarfs. The mark of Bettmann-Dunlap is used on shoes.

In the Patent Office, the examiner of interferences held that the goods on which marks are used are not of the same descriptive properties, but refused registration to Bettmann-Dunlap on the ground that the dominating feature of the mark is the word "Dunlap," which, being the name of the opposer company, could not be appropriated as a trade-mark by the applicant.

From this decision, according to the court opinion, Bettmann-Dunlap took no appeal; but Dunlap & Company appealed to the Commissioner of Patents on the ground that the examiner had erred in holding that the goods were not of the same descriptive properties. The Commissioner refused to review the case on the ground that since the entire proceeding was to prevent the registration of the mark, and the examiner sustained the opposition upon one of the grounds urged by the opposer, it amounted to a denial of registration and the opposer in fact accomplished the result sought, and was accordingly without right of appeal.

The decision states:

If the applicant had appealed, then the opposer might have, by cross appeal, raised the question which he now urges; namely, the similarity of the goods on which the marks are used. But since there was no appeal by the applicant, his right of registration is as effectively barred as if the judgment had been to sustain the oppositions.

The fact that embodiment in a corporate name does not serve to protect the feature word of a mark that has been disclaimed in registration is shown by the decision in the case of the Lincoln Motor Company vs. Lincoln Manufacturing Company, appealed from a Patent Office decision. The motor company opposed the application of the manufacturing company to

register the word "Lincoln" as a trade-mark for automobile brakes and timers. It was shown that the Lincoln Motor Company had been manufacturing the Lincoln automobile since 1920, and that the mark of the Lincoln Manufacturing Company consists, among other features, of the word "Lincoln" printed on a diamond background in a very peculiar and distinctive style.

The evidence showed that the name "Lincoln" is the surname of Neil S. Lincoln, vice-president and general manager of the manufacturing company, and that he designed the brakes and timers sold under the trade-mark which his company sought to register.

The opposition was based on the ground that the word "Lincoln" is merely the name of a person or corporation, not written, printed, impressed or woven in any particular or distinctive manner; that it is the registered trade-mark of the opposer, Lincoln Motor Company, and is applied to goods of the same descriptive properties as those on which the mark of the applicant is used.

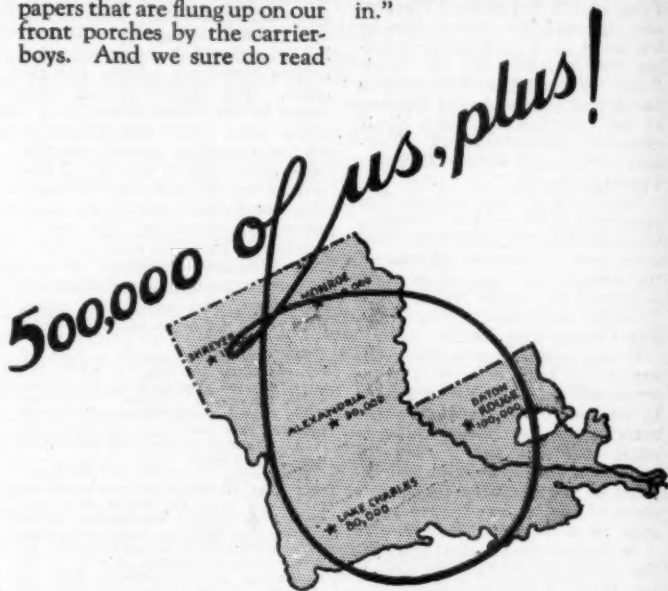
The court found it unnecessary, however, to consider these matters, since it found from the record that the predecessor of the Lincoln Motor Company, in applying for registration of the mark, disclaimed the word "Lincoln." This, the court held, completely estopped the Lincoln Motor Company from subsequently appropriating the word to the exclusion of others. The court also found that the applicant, Lincoln Manufacturing Company, likewise disclaimed the exclusive right to the word "Lincoln," apart from the design of the trade-mark and apart from the arbitrary, fanciful, particular and distinctive manner in which the word is written or printed. Then in affirming the Patent Office decision, the court decision states:

The opposer's registration of the word "Lincoln," standing alone, is a descriptive mark and confers no right upon the user to exclude others from the use of the descriptive features of the mark if used in a way to distinguish the two marks. The only resemblance between the marks here involved lies in the common use of the

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"SOME think us worth talking to, and they advertise to us so we can see what they want us to buy. They use the daily papers that are flung up on our front porches by the carrier-boys. And we sure do read

those papers! Why wouldn't we?—they're our own home town papers, and we are rather proud of the towns we live in."



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"Local pride is a very real thing in Louisiana. And there's something solid back of the pride. Each for each, we people in the five strong cities spend more money any year than people in the metropolitan area. We have it to spend! And it takes our

own newspapers to show us what to spend it for! They are the papers that we read, and the only dailies we do read. You say you're an advertising man? Well, what's the answer to what we've just been telling you?"
READ THE HEADLINE AGAIN!

Write one or all for information on

L O U I S I A N A

surname "Lincoln." With the above disclaimers and the common right to the use of the word "Lincoln," the resemblance between the marks is completely removed.

The other case involving corporate names is peculiar since it arose from an appeal by The American Printing Ink Company in an opposition against American Printing Ink Company. The former opposed the registration by the latter of a trade-mark including the representation of "Uncle Sam" in corpulent form and a background suggestive of the map of the United States and a highly distorted representation of a hemisphere, also the words "American Printing Ink Co."

The mark of the opposer, The American Printing Ink Company, consists of its corporate name used on a label giving the address of the company, and a scroll in which is printed the words "High Grade Printing & Lithographing Inks, Dry Colors, Varnishes."

It was conceded that the goods are of the same descriptive properties, and the questions considered by the court were whether the marks are so nearly identical as to cause confusion, and whether the opposition should be sustained because of the use of the corporate name of the opposer by the applicant as a dominant feature.

In answer to the first question the court confirmed the decision of the Patent Office in holding that the marks are not so nearly identical as to lead to confusion. But in regard to the question of the corporate name, the decision held that the proposition is not so clear, and continued:

The difficulty arises from the fact that both the opposer and the applicant have each the same corporate name, and while the applicant cannot be prevented from using its name in conducting its business, it may be prevented from registering it as the dominating feature of its trade-mark. This can be obviated, however, by applicant filing a disclaimer of the words "American Printing Ink Co." With this modification we see no objection to the registration of the mark.

The decision of the Commissioner is affirmed upon condition that applicant file a disclaimer of the words indicated, otherwise the mark will be held unregistrable.

That the opposer to a registration must come into court with clean hands was the principal feature of the appeal of The Federal Products Company vs. Florence N. Lewis from decisions of the Patent Office tribunal. The latter opposed the registration by the former of the word "Velva," as a trade-mark for cologne spirits and rubbing alcohol. Miss Lewis also claimed damage by virtue of her prior use of the mark for toilet creams containing cologne and alcohol. The opposition was sustained by the Patent Office.

The court found that the marks of the respective parties are the same except for an immaterial difference in the style of lettering, also that the goods are of the same descriptive properties. The case is peculiar in that The Federal Products Company interposed an objection in answer to the notice of opposition, and which the court held could not be avoided and said:

The opposer sets out as a basis of her opposition the label on which the mark is used, the printed feature of which reads as follows: "Venetian Velva Cream. Prepared especially for a sensitive skin and is an excellent skin food. Elizabeth Arden, 673 Fifth Avenue, New York."

It is urged by counsel for the applicant that inasmuch as an opposition proceeding is in the nature of a proceeding in equity, the opposer, to establish her right to protection, must come into court with clean hands. In other words, one seeking to prevent the registration of a trade-mark must be guiltless of any false representation either in the mark relied upon as a basis for opposition or in the advertising of the goods on which the mark is used, and if it appears that absolute honesty in either of these particulars is lacking, the opposition should be dismissed.

The court held that this principle is sound, and that its application should be considered in the present case. The decision then states that the deception in the label consists in the misuse of the word "Venetian."

It purports to convey to the public mind the impression that the goods on which the label is used originate in Venice, while the record discloses that they are in fact produced in New York. Considering the character of the goods on which the mark is used, the word "Venetian," indicating their origin in Venice, is of great value to the opposer

Lower Costs in 1928 Will Mean Larger Profits

GENERALLY speaking 1927 has been a prosperous year. Yet an analysis of cost records will show that many businesses have small profits because of excessive overhead.

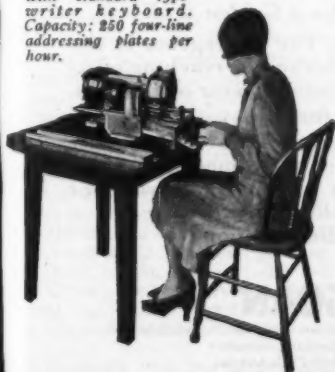
In 1928 the aim should be to cut overhead expense as much as possible. If you have slow-working, inadequate, out-of-date addressing and mailing equipment your mailing department costs are going to be unnecessarily high. If you use the Pollard-Alling System they are going to return a very worth while profit.

The secret of Pollard-Alling low cost is its high speed and adequate capacity. Under this system address-

ing plates may be embossed at from 150 to 200 per hour. Changes may be made at from 250 to 300 per hour. Embossing costs not over \$7 per 1000 plates including the plates and the cost of an \$18 a week operator. Addressing with an automatic machine costs not over 10c per 1000 names including the operator's hire.

If you find—as you will find—that these costs are lower than under any other system, you owe it to yourself and your business to investigate and to install Pollard-Alling equipment. Send the coupon for an analysis of your requirements.

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pieces addressed at one time.....
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The Chicagoan Scales a Golden Wall

Chicago's smart magazine, *The Chicagoan*, is the quality advertiser's surest method of reaching effectively the preponderant *spending power* of Chicago.

To thousands in the \$10,000-plus income-paying class, the large and consistent buyers of quality goods, *The Chicagoan* takes your message at low cost. *The quality medium* for quality advertiser seeking the highly profitable patronage of thousands spending millions.

The
CHICAGOAN

One of the Martin J. Quigley Publications—407 South Dearborn Street
J. W. Egan, Jr., *Advertising Manager*
New York Office—565 Fifth Avenue
Los Angeles Office—5617 Hollywood Boulevard

while practicing a fraud on the public. Notoriously it is a word in common use in advertising cosmetics, conveying the impression to the public that the goods are imported and of Venetian origin. Conduct of this sort is generally condemned by the courts, and is barred from standing in equity.

The court supported this ruling by citing two decisions of the Supreme Court of the United States, and several decisions to sustain the principle involved. Then, in reversing the decision of the Commissioner of Patents who sustained the opposition, the court said:

We are of the opinion that inasmuch as the opposer relies upon her trade-mark registration, the sole use of which, so far as the record discloses, is in connection with the label which contains the misstatement as to the origin of the goods on which the mark is used, opposer is not in position to invoke the benefit of the Trade-Mark Act to protect her business, when she could not be accorded protection in a court of equity. For this reason alone the opposition should have been dismissed.

An interesting case of trade-mark infringement had its beginning when the Boydell Bros. White Lead & Color Company sought to register the words "Canned Light," as a trade-mark for mixed paints and paint-enamel, and were opposed by the United States Gutta Percha Paint Company on the ground that its mark "Barreled Sunlight" is used on the same class of goods. The evidence established the prior use of the latter mark.

The court found that the "Barreled Sunlight" mark is used in connection with the representation of a barrel with light bursting from its head, presenting the appearance of the rays of the rising sun. The Boydell mark discloses the representation of a can of paint with a flood of light issuing from the top of the can, similar in appearance to that shown as issuing from the barrel in the other mark. Across the rays of light in the Boydell mark are the words "Canned Light," and the court commented on the fact that the only difference in the trade-marks is that one uses a barrel the other a can. The decision reads:

It appears from the testimony that the opposer sells its paint in tin cans

as well as by the barrel, and that cans bear the appellee's mark and representation. Without stopping to consider further the features of the respective marks, we agree with the Commissioner that inasmuch as these marks are used to mixed paint which is sold in cans, that the marks are so similar as to lead to confusion with the purchasing public. The Commissioner was right in sustaining the opposition and refusing registration to appellant company.

Another important case was concerned with the power of the ten-year clause of the Act of 1905 to validate a trade-mark consisting of the name of a patent which had expired. In this case, McKesson & Robbins, Inc., instituted a proceeding in the Patent Office to cancel two registrations issued to The Charles H. Phillips Chemical Company. The first mark consists of the words "Milk of Magnesia," and the second of its equivalent in Spanish, "Leche-de-Magnesia," and both are used on a preparation of magnesia.

The cancellation proceeding was based on the ground that the term "Milk of Magnesia" was the name applied to an article covered by a patent granted to Charles H. Phillips and Lawrence Reid, who assigned their right to The Charles H. Phillips Chemical Company. The marks in question were registered under the ten-year clause of the Trade-Mark Act of 1905, and the patents in question expired prior to February 20, 1895.

The court found that the Charles H. Phillips Chemical Company had exclusive use of the words as a trade-mark during the ten-year period, and considered the claim of McKesson & Robbins that on the expiration of the patents the name used on the patented articles became generic and was open to any one to use. This, it was also claimed, operated to bar the right of registration to the party applying.

The court commented on the fact that the ten-year clause of the Trade-Mark Act gives practically unlimited right to the registration of a mark that had been "in actual or exclusive use as a trade-mark during the ten-year period immediately preceding the passage of the Act." The decision also states that the court was not unmindful

of the well-established line of decision that the name by which a patented article has been designated falls into public use with the expiration of the patent, the cases being based on the theory that anyone has a right to manufacture a patented article if the patent has expired, and has a like right to sell it by the name applied to the patented article. But the court found that the present case may be distinguished in that no such use had been appropriated, and that the patent expired prior to the ten-year period of exclusive use, and quoted from the decision of the Supreme Court in the case of *Thaddeus Davids Company vs. Davids & Davids*. In affirming the decision of the Patent Office, the decision of the Court of Appeals concludes:

Where the public fails to avail itself of the right to manufacture the patented article and use the name by which it was designated, and ten years exclusive use of the mark intervenes prior to the Trade-Mark Act of 1903, the party using the mark is entitled to registration under the ten-year clause of the Act.

Two of the cases indicate the danger of selecting well-known words or syllables in attempting to construct valid trade-marks. The first arose when Frederick M. Switzer opposed the registration by the J. N. Collins Company of the trade-mark "Honeymels" for use on candy. Switzer based his opposition on his prior use of the trade-mark "Buttermels" for the same goods. The Patent Office dismissed the opposition, and the court settled the question as follows:

Unquestionably the words butter and honey standing alone are descriptive, but when joined to the suffix "mels" they are nothing more than suggestive, and are subject to use as valid trade-marks. The suffix "mels," meaning sweets, has had a use on candy in connection with the mark "Caramels" long prior to the adoption and use of opposer's mark. Indeed the name caramels is a common one extensively employed to refer to candy mixtures of a popular kind. Both parties have borrowed this suffix and by combination with descriptive terms have constructed legitimate trade-marks. The suffix "mels" being common to both marks, the distinctive feature is between the words honey and butter. It was properly held by the Commissioner that no confusion could arise from the use of these two words

in connection with the same quality of goods. With this holding we agree.

The second case of the kind was that of *H. Blount Hunter*, doing business as the *Chocolishus Company*, vs. *Renouf Russell*, on appeal from a decision of the Patent Office. Hunter sought cancellation of Russell's registered trade-mark comprising a circle above which, and conforming to the outline of the circle, is printed the words "Monclamin Farm," and within the circle a pictorial representation of a person milking, with the word "Choc-o-Milk." This mark is used on chocolate and milk preparations.

Hunter claimed that he was damaged by the registration of the Russell mark, and alleged prior use of the word "Choc-o-lishus" as a trade-mark for chocolate syrup and other preparations, including chocolate flavored milk. He urged that the dominant characteristic of the Russell mark is the abbreviation of the word "Choco" for chocolate which is so similar to "Choc-o-lishus," the dominating feature of which he asserted is "Choco," as to cause confusion in trade. And the Court of Appeals decided the question in this way:

We agree with the Commissioner that the abbreviation *choco* is not the dominant feature of the Russell trade-mark. Nor do we find any such similarity between the two marks as in our judgment would lead to confusion in trade.

A rather peculiar case came to the court when the *Egyptian Lacquer Manufacturing Company* appealed from a Patent Office decision which dismissed its opposition to the registration of "Pharaoh," as a trade-mark for lacquers by The *Cleveland Varnish Company*.

The marks of the *Egyptian company* were described by the Patent Office as consisting of the names *Egyptian*, *Sphinx*, *Pyramid*, *Obelisk*, *Nile*, *Cairo*, a representation of the *Egyptian Sphinx*, and a representation of an *Egyptian scene*, including the *Sphinx*, *pyramids* and *nomads*.

In the Patent Office, the case turned on the question of the similarity of the marks, and the court commented on the fact that the law excludes from registration

W. B. ZIFF CO.
and
MIDDLE CLASS GROUP, INC.

wish to announce the
appointment of

MR. HOWARD B. CROHN

formerly with the
Memphis Commercial Appeal,

as
Southern Manager

with offices at
210 WALTON BUILDING
ATLANTA, GEORGIA

Newspaper Circulation Leadership *of Canada*

For years The Toronto Daily Star's circulation in Canada has been larger than that of any other newspaper.

A French-Canadian daily in Montreal has claimed the largest circulation of Canadian newspapers, but about 20,000 of its circulation was not in Canada, being a special edition for distribution in the United States.

The growth of The Toronto Daily Star has been such,

however, that it now has the greatest circulation of all Canadian newspapers, morning or evening, English or French, no matter where distributed.

A six months' comparison of the circulations of both papers show that The Toronto Daily Star's circulation was 157,505, whereas that of its French-Canadian contemporary, including its American edition, was 5,693 less, or 151,812.

Advertisers can reach more readers in Canada through The Toronto Daily Star than through any other newspaper, and this readership is concentrated in the wealthiest and most enterprising section of the Dominion—Toronto and the well-populated counties of Ontario.

Average Circulation for November, 163,902

TORONTO DAILY STAR

Largest Daily Newspaper Circulation in Canada

U. S. Representative—Chas. H. Eddy Co., New York, Chicago, Boston
Montreal Representative—J. B. Rathbone, Canada Cement Bldg.

trade-marks which are "identical with, or which so nearly resemble a registered or known trade-mark owned and in use by another . . . as would be likely to cause confusion or mistake in the minds of the public, or to deceive purchasers." The Commissioner disposed of the case upon the single question of whether or not the marks were so similar as to cause confusion in trade, the goods on which the marks are used being concededly the same. The Commissioner held that the marks are not similar.

In affirming his decision, the court said:

We are of the opinion that the trade-mark "Pharaoh" is not so similar either in appearance, sound, or suggestion, to any of the opposer's marks as to mislead the public and produce confusion in trade.

Another cancellation case, involving the use of a descriptive element of a trade-mark, arose with the filing of a petition for cancellation of the trade-mark "Cremo" placed above a circle in which appears the head of a mule, the mark being used on oats for use as stock feed. This was the case of the Edgar-Morgan Company vs. Embry E. Anderson, and the latter claimed damages through prior use upon stock feed of a mark which consists of the words "Old Beck" and a red disk underneath upon which appears the head of a mule.

The testimony of Anderson showed that his mark has been employed by stamping it on burlap bags in which the feed is packed, and on which appears the large red disk with the mule's head prominently displayed, with the words "Old Beck" above.

The court commented on the fact that the position of the mule's head is slightly different in each case, being set forth as a silhouette, and that the difference is so slight that it would not be observed by the ordinary person. The only difference between the marks, the court found, are the words "Cremo" in the one instance, and "Old Beck" in the other. And in reversing the decision of the Commissioner of Patents, the court said:

Wonderful Advance IN Boots and Shoes ADVERTISING IN "PUNCH"

1926
10,592

Increase 10,492%

THE remarkable growth in the value of Boots and Shoes Advertising in **PUNCH** is shown in the accompanying chart.

The increase during the period shown amounts to no less than 10,492% and demonstrates the confidence of our Advertisers in the power of **PUNCH** to sell their goods. For upon reflection it is obvious that no Advertiser would continue to use a publication unless it was clearly to his advantage to do so—certainly not one would *increase* his expenditure in it.

There can be one reason—and *only one* reason—for the remarkable increase in the size and number of the advertisements in "PUNCH"—it sells the goods.

A book has been prepared containing many examples of actual advertisements which have been increased from small paragraphs to whole pages. A copy of this book, together with chart showing notable increases in many other trades, will be sent on request.

MARION JEAN LYON
Advertisement Manager
"PUNCH"
20 Fleet Street, London,
E.C.4, ENO.

1919
7,651

1927—8,105

1911
580

Starting with a base of 100 for 1910, the comparative value of Boots and Shoes Advertising in "PUNCH" for subsequent years is shown, reaching in 1926 the remarkable figure of 10,592



Buy Christmas
Seals
Fight tubercu-
losis

That's Good Copy

It's clear, kindly
and explicit.
It tells you just
what to do, why
to do it, and when
to do it.

If you don't do
it, the fault is
not in the copy.

**HAWLEY
ADVERTISING
COMPANY**
Inc.

**95 MADISON AVE.
NEW YORK CITY**

Cancellation was ordered by the Examiner of Interferences, and his decision was reversed by the Commissioner. We think the decision of the Examiner was right. While it is true that pictures of stock used in connection with stock feed are descriptive, the registrant in this case, as pointed out by the Examiner, "has not distinguished its mark from that used by the petitioner as is required of traders using descriptive elements of another's mark."

A case involving the similarity of both goods and marks was that of The Odol Corporation vs. Otavio De Otto. In the Patent Office, the former concern filed an opposition against the registration of "O. D. O." as a trade-mark for a liniment to be applied externally. The mark of the opposer is "Odol," used as a trade-mark on a preparation for the teeth, mouth and breath. In settling the case, the court said:

We agree with the Commissioner of Patents that the goods on which the marks are used are not of the same descriptive properties, and that the marks are not so similar as to lead to confusion in trade.

"True Story Magazine" Advances Walter Hanlon

Walter Hanlon, formerly on the sales staff of *True Story Magazine*, New York, has been appointed assistant advertising director. Harold A. Wise continues as advertising director of *True Story Magazine* and general advertising director of all other Macfadden publications.

Death of William Byron Rufe

William Byron Rufe, secretary in charge of the advertising of Jenkins Bros., New York, manufacturer of Jenkins valves, died recently at Brooklyn, N. Y., at the age of fifty-six. He had been with this organization for almost forty years. He became secretary upon the incorporation of Jenkins Bros. in 1907.

C. A. Armstrong Joins Montreal Printing Concern

Charles A. Armstrong has joined the sales staff of the Modern Printing Company, Montreal. He was, for the last five years, an account executive with Duncan S. Blaikie, advertising, also of that city.

With Morelle K. Ratcliff

Henry M. Haney has joined Morelle K. Ratcliff, Dallas, Tex., advertising, as an advertising illustrator.

Speaking of Exclusive Accounts

The Press-Guardian, with its Sunday edition, The Chronicle, carried 79 *exclusive* national advertising accounts during the months of August, September and October alone.

Some of them were: Chandler, General Motors, Gardner, Jordan, Oldsmobile, Velie, automobiles; Seiberling tires; Altman, Arnold Constable, Gimbel Brothers, Hahne, Macy, McCreery, Wanamaker, department stores; Astor Coffee, Canada Dry Ginger Ale, Cudahy Packing, Heinz Rice Flakes, Simmons Beds, General Electric, Westinghouse, etc., etc.

The Paterson Press-Guardian

(Exclusive Member in Paterson, N. J., of The 100,000 Group of American Cities, Inc.)

W. B. BRYANT, Publisher

National Representatives: G. LOGAN PAYNE CO.

New York

Boston

Chicago

A crying need—

Intelligent
Photography
Is being
Supplied by

Abeda Studio
PHOTOGRAPHERS

212 West 48th Street
New York

Clickering 1960

Photographs
Of quality
In quantity



Leads in Circulation

Because of sustained reader interest, its circulation is, by far, the largest in New Jersey and constantly growing.

Leads in Advertising

Because of sustained reader interest, its pulling power is unquestioned and it is acknowledged one of the outstanding result-producing mediums of the day.

*The Newspaper
of
Home Interests*

Newark & Evening News

EUGENE W. FARRELL

Business and Advertising Manager
Home Office, 215-221 Market Street,
Newark, New Jersey

O'MARA & ORMSBEE, Inc.
General Advertising Representatives
New York, Detroit, Chicago,
San Francisco

These Salesmen's Commissions Are Based on Collections

(Continued from page 6)

ing about his pay automatically ceasing when those conditions occur, he loses heart, and consequently efficiency. We don't hesitate about placing responsibility on the shoulders of our salesmen, but we think it fatal to their morale to be burdened with unnecessary worries. When it is remembered that we distribute our products on a strictly price-maintenance basis, and rigidly enforce it, it is readily realized that selling our products is no child's play. But our men are broad-visioned enough to assume these responsibilities without shirking, for they have proved a stimulant to their personal income.

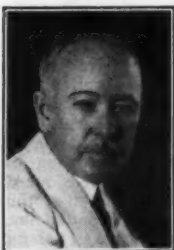
"Besides the good salesman likes to handle his own accounts in his own way. He resents too great an activity on the part of the credit department, for instance. That's why it so often happens that there is friction between the sales department and the credit desk. But that condition is unknown in our organization, due to the plan we use and the sympathetic co-operation between the two departments.

"The credit department never enters actively into the collection of an account until invited to do so by the salesman, and then only after all conditions have been thoroughly discussed between the two. Even then the salesman's collection activities are recognized in the correspondence with the merchant, generally with a phrase such as 'supplementing the efforts of our salesman, Mr.'.

"Leaning thus heavily upon the salesmen in the matter of collections is possible in our case because of the fact that our men contact the trade generally once a week, and never at longer intervals than thirty days.

"The plan has worked out much better than we had hoped in the beginning. Collections improved, the sales volume increased to a very marked degree, inactive customers began buying, and sales

He wrote \$100,000,000.00



**worth of
Advertisements**

And now the Dean of copy writers in America tells the story of his amazing career in one of the most fascinating business autobiographies ever written.

MY LIFE IN ADVERTISING

By CLAUDE C. HOPKINS

Former President of Lord & Thomas

HERE is the inspiring autobiography of one of the world authorities on advertising, a man who has written over a hundred million dollars worth of advertisements. Working alone, largely in the country, without even a secretary, pounding his own typewriter, Mr. Hopkins has made millions of dollars for himself as an ad-writer. His book takes you behind the scenes, shows you how some of the greatest products have been marketed through advertising. A remarkable revelation, showing why the public will buy some things and refuse others, how clever ad-writers accomplish their results, and many extraordinary facts about marketing plans.

**The Man Who
Made Them Buy**

**PALMOLIVE SOAP
PEPSODENT
QUAKER OATS
CHALMERS,
HUDSON and
OVERLAND CARS
GOODYEAR TIRES
PUFFED RICE
LIQUOZONE
VAN CAMP'S BEANS**

**and many other
world-famous
products**

tells how he did it

Free Examination Order Form

HARPER & BROTHERS P.I.-1227
49 E. 33rd Street, New York City

Gentlemen: Please send me postpaid for 7 days, on approval, one copy of **MY LIFE IN ADVERTISING**, \$3.00.

- ☐ I enclose my check for \$3.00.
- ☐ Please send C. O. D.
- ☐ I promise to remit \$3.00 within 7 days or to return the book.

Name.....

Address.....

Business Connection.....

HARPER & BROS.

**49 E. 33rd St.,
New York**

TRY COUNTING THE NEW ONES!

—○—
Magnificent Cathedrals
going up
Everywhere
—○—

A TREMENDOUSLY STRONG
and
WEALTHY ORGANIZATION
with
NUMEROUS BRANCHES
in EVERY

CITY AND TOWN
with
ONLY ONE MEDIUM
Absolutely Restricted
to the church buyer

—○—
Write for samples and information
concerning

The Church Trade Journal since 1899

THE EXPOSITOR

710 Caxton Building
Cleveland, Ohio

156 Fifth Ave. 37 S. Wabash
New York City Chicago, Ill.

NATIONAL ADVERTISERS! What Have You to Sell to 4,000,000 Organized Women?

One ad in the 48 official State Magazines published monthly by 3,000,000 Federated Club Women, 1,000,000 League Women means you buy MASS circulation and CLASS circulation at the same time.

A percentage of every dollar you spend for national advertising should go into this field. Select only publications in the territory where you want to increase sales.

Send for Booklet and Rates

Club Service Publishing Co.
131 East 23rd St., ~ New York

**Sell the Clubwoman and
You've Sold the Town**

promotion was stimulated all along the line.

"And the men liked the plan, because the monthly check increased as sales increased. Personally, I have noticed a general toning up of the entire sales staff. The salesmen have become more conservative as well as more aggressive. They are better qualified to represent the house in every contingency, because they have a well-rounded conception of what constitutes profitable merchandising. No longer do they think that the name on the dotted line is the Alpha and Omega of salesmanship. They have a broader and truer conception of their responsibilities to the house and to themselves."

Death of James Newton Gunn

James Newton Gunn, president of the United States Tire Company, and vice-president and director of the United States Rubber Company, died recently at New York. He was fifty-nine years of age.

He was at one time general manager of the Studebaker Corporation of America. In 1915 he joined the United States Tire Company, as president. During the war he represented the Rubber Association of America, Inc., on the War Industries Board and was later president of the Lincoln Highways Association.

H. E. Gray Joins "The Outlook"

Harold E. Gray has joined the advertising staff of *The Outlook*, and will represent this publication in Northern New York territory. At one time he was with Johns-Manville, Inc., and, more recently, has been with the New York *World* and New York *Evening Journal*.

A. S. White, Northwest Representative, Campbell-Ewald

A. S. White has been appointed Northwestern representative of the Campbell-Ewald Company, Detroit advertising agency. He will divide his time between the Seattle and Portland offices of that agency.

Calcutta Publications Appoint John D. Hamilton Company

Indian & Eastern Engineer, Indian & Eastern Motors, and Indian Eastern Railways, all of Calcutta, India, monthly magazines, have appointed the John D. Hamilton Company, New York, as their advertising representative in the United States.

"That's the kind that's on my book cover Mother"

Why Not Your Product?

The illustration shows a woman and a young child standing at a desk where a man in a suit is seated. The woman is pointing at a book on the desk. A large arrow curves from the text "That's the kind that's on my book cover Mother" to two boxes of Walraven products. One box is labeled "CLEANUP SOAP FOR THE HOUSEHOLD FOR THE BATH" and the other is labeled "PILGER".

OF course she remembers. How could she forget when she sees the story of your product on the back of Walraven Health Book Covers for several hours a day, nine months of the year? Not only the child, but the teacher—mother—father—everyone interested in the child reads your message.

For many years we have served schools throughout the United States and Canada with "free" book covers. May we send you an outline of our service with data and information on school coverage?

A. T. WALRAVEN BOOK COVER CO.
DALLAS CHICAGO.

The BOOKMAN

Heads Into the Wind

In four months THE BOOKMAN'S circulation has increased 140%.

The discriminating public has found the new BOOKMAN, edited by Burton Rascoe, to be the stimulating, lively, provocative, entertaining magazine for which they have been waiting.

In 1928 THE BOOKMAN promises features of such interest and importance that it will establish new circulation records for a literary magazine.



Copies Printed:

DECEMBER
48,000

NOVEMBER
40,000

OCTOBER
34,000

SEPTEMBER
30,000

(Previous to
September)
20,000

You cannot cover completely the wise, discerning section of the money-spending public unless you include the new BOOKMAN. And despite great circulation gains, for the present THE BOOKMAN'S advertising rates remain unchanged.

The BOOKMAN

BURTON RASCOE, Editor
SEWARD COLLINS, Publisher

452 Fifth Avenue

New York

Selling a Layer of Air through Newspaper Advertising

Campaign for Office Building Shows Use of Many Ingenious Copy Devices

SELLING space in a new office building is in some ways like trying to sell heavenly bliss to a sinner not thoroughly convinced he can do better than stay right where he is. If the building is not yet completed, a salesman carrying an architect's drawing has only a poor substitute for a sample. Prospects generally show as much curiosity about looking at an architect's drawing of a projected office building as a wild colt would show in a halter held out by someone trying to capture him.

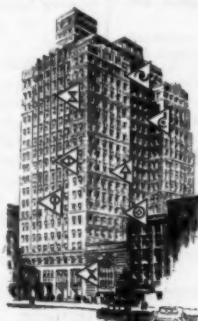
For what, after all, has the seller of office space to sell? A layer of air, a slice of light and a right to move when the rent is raised. Even if the building is open for occupancy, or in part occupied, it is seldom possible to get prospects for office space to look at it. Actual photographs of the exterior of the building are often worse than an architect's drawing, considered as a sales aid, for they are apt to show too many bare windows through which the prospect gets a glimpse and a whiff of nice wet plaster.

In much the same way, advertising office space for rent in a new building is apt to be characterized by that same startling individuality and air of being different that one chorus girl displays when she walks out on the stage with fifty other girls, all dressed exactly alike. Everything that can be said of one first-class office building can usually be said of another, with minor qualifications and shades of

emphasis. It's a nice building, conveniently located, rents are so-so, it has air and light, and the views are delightful. Much less than a quarter of the people who are attracted by the advertising of a building are definitely and hopefully no longer interested after

Lightest, Brightest Offices Downtown!

Renting nearly completed—These exceptional units are still available



PARK-MURRAY BUILDING 8-13 PARK PLACE
Just West of Broadway—Overlooking City Hall Park

Rents that SAVE.

- ⌘ Lawyers, engineers, accountants or other business or professional men or firms requiring downtown location will find this 4000 sq. ft. suitable for partitioning with one or more windows in every room. 19 windows.
- ⌘ Light airy space for one or two-man business. 700 sq. ft. 4 windows.
- ⌘ No dark dead end daylight in this space of 1000 sq. ft. 4 big windows.
- ⌘ Just made for firms that like to utilize every foot of space. No waste here with 3 big windows pouring daylight over every inch of 500 sq. ft.
- ⌘ Airy as the human eye, airy as the sunlight, is this 400 sq. ft. lightest 4 windows.
- ⌘ Three big windows brighten every corner of this 610 sq. ft.
- ⌘ Admirably suited for law firm requiring proximity to all courts. 1200 sq. ft. 10 windows.
- ⌘ Room for 4 business of major proportions, improving well lighted space. 4000 sq. ft. 10 windows.

"The building of a thousand windows."

In the center of the legal, shipping and industrial south of downtown Manhattan. West Side I. R. T. Subway Express station at building. All other forms of transit convenient.

Your own broker or visiting office at building. Building 5217

THE PECULIAR SYMBOLS IN THIS ADVERTISEMENT HAVE THE EFFECT OF ATTRACTING IMMEDIATE ATTENTION

they inspect the building. It is simply not what they want; and no amount of skilful follow-up or "remodeling to suit" will make them change their minds. The advertising must be constantly at the work of gathering new prospects, giving no thought to rekindling interest in old ones.

An advertising campaign which has been running for several months in New York newspapers shows how the owners of one office building have been able to make their advertising stand apart with an air of difference from the

Experienced Sales Executive Available

A sales executive desires to become associated with a live organization requiring the services of a man to direct their sales or to act as sales manager.

For over ten years he has been associated with a company who manufacture and market an extensive line of specialties direct through the dealer. He has had an excellent training and experience in selecting and training field sales managers and salesmen to sell in volume at a profit and to overcome sales objections. He has also planned sales campaigns, laid out territories, analyzed sales results of salesmen and sales costs, etc. He has been unusually successful, and is leaving his present employers for reasons that reflect no discredit on himself or his associates.

He combines progressiveness, aggressiveness and skill with experience, poise and a personality which enables him to lead men to unusual achievements in merchandising at a profit on a large scale. His references are of the highest possible character.

He is 45 years old. Basis of compensation reasonable. His record cannot fail to convince you of his ability. It will be a privilege to send you further information regarding him.

Address "Y," Box 39, Printers' Ink.

I've Had 20 Years of Broad Experience

College Graduate.

Newspaperman:

Reporter to Editorial Writer.

Salesman.

Trade-Paper Editor:

Advertising and Merchandising

Editor of House-Organ:

Reaching 43,000 Retailers.

Editor of Syndicate:

Serving Over 50 Retailers' Publications.

Advertising Art Visualizer.

" Copy Writer.

" Production Manager.

Publicity Manager.

Advertising Counsel:

Business of My Own, 7 Years

Now I Want to Focus My Merchandising Knowledge Either as

Advertising Manager (National).

Account Representative:

Large Agency.

Or: Small-Agency Partner.

New York Territory Preferred

Address, Confidentially: "B,"

Box 182, Printers' Ink

general run of office building advertising, and have been able to interest a sufficient number of the right kind of prospects and persuade them to take space in the building up to close to 85 per cent of its capacity. This has been done against severe competition. Other buildings in the immediate neighborhood were completed about the same time and have been advertising for tenants with equal energy.

The building in question is the Park-Murray Building, overlooking City Hall Park in lower Manhattan. It was opened on May 1. The advertising began some months before that date. By May 1 the building was 50 per cent rented. Today it is between 80 and 85 per cent occupied. Advertisements in a number of New York newspapers have been used on staggered dates, at a rate of one insertion a week, in layouts of varying sizes, from three columns wide by seven inches deep, up to five columns, seventeen inches deep.

Throughout the campaign the copy has been marked by ingenious typographical and pictorial devices to interest the prospective tenant, aiming at a few particular groups, such as lawyers, engineers, accountants, machinery and other manufacturers. Mailing folders and letters to lists of names have supplemented the newspaper advertising.

One very effective drawing, which was used as a mailing folder and in an advertisement, represents the City Hall section of lower Manhattan in the form of a map of the principal streets with a few of the most important buildings drawn in, in outline, such as the City Hall, the old Post Office, St. Paul's Church, the Hudson Terminal Building, and the like. Right in the center of the drawing, the new Park-Murray Building was drawn in, in heroic size and rather complete detail, causing it to stand out like a Goliath in a world of ant-size men.

Another illustration used in the newspaper campaign which had large attention value shows a picture of the building in an oval, the



SIXTH ANNUAL OF ADVERTISING ART

THIS volume features the Sixth Exhibition of the Art Directors Club, held in Spring, 1927. There are over 400 illustrations. **Q** 50% of all the original paintings in color are reproduced here also in color.

Q "The Sixth Exhibition was the most interesting of all the shows. It was refreshingly, dynamically youthful" (Printers' Ink). **Q** The Sixth Annual is published at \$8.50, a very low price for a book containing

50 beautifully printed illustrations in color and bound in full buckram. The edition is limited. **Q** Send your order with remittance to The Book Service Com-

pany, 15 East 40th Street, New York. If you return the book in good condition within five days, your money will be refunded.



ADVERTISING AGENCIES, NOTE:

I. Miller & Sons, Inc.
Beautiful Shoes

SEEK
ADVERTISING
CONNECTION
for
Milton M. Silberman
Formerly Advertising Manager

WE HAVE reorganized our advertising policies. The office of advertising manager has been merged with another. We take this means of informing advertising agencies and manufacturers that Mr. Silberman is available. We recommend him profoundly as a capable, sincere executive—resourceful, practical and sound.

If you have an opening, kindly address Milton M. Silberman, 562 Fifth Ave., Room 901.

oval being the center of a sunburst design, with the lines streaming in every direction. Lettered in bold type among the radiating lines are the kinds of transportation service available from the Park-Murray building, such as, "West Side Subway," "Broadway Subway," "6th Ave. Elevated," "8th Ave. Subway (under construction)," "Hudson Tunnels," "Staten Island and New Jersey Ferries," and six others. The caption that goes with this illustration is, "At the Hub of Transit Means Valuable Hours Saved."

FEATURING LIGHT

A third illustration, which ranked second highest in the amount of attention secured, is less spectacular than either of the others and at first glance much less interesting as an advertising layout. A line illustration of the building is placed in the lower right-hand corner of the space. Opposite it is the signature and above it, arranged in a square block, is the copy, consisting of about 100 words set in eighteen-point type. Above this block of copy, in the extreme upper left-hand corner is the one word, "Light!" in hand-lettered italic inch-and-a-half letters. A phalanx of lines emanating from the upper left-hand corner of the layout floods through the caption, through the lower half of the text and falls like sunshine over the building in the lower right-hand corner. The copy emphasizes light—"A building one block deep—open on all four sides—fifty or more windows to a floor—eight corner offices on each upper floor, each with windows on two sides—no desk can be placed more than 25 feet from a window—that means Light! Unobstructed, unlimited. Free as the Air."

But the illustration which has to date attracted the greatest degree of attention is one used in a still smaller advertisement, measuring three columns wide by seven inches deep. This is a line illustration of the building with certain locations on certain floors marked with a series of peculiar-looking

An Experienced and Trained Executive

is seeking a contact with a major undertaking, where his broad knowledge of products, markets and policies can be used to immediate and considerable profit by the employer—one where there is opportunity and breadth of vision enough to permit him to earn largely—in proportion as he may contribute to the success of the undertaking.

After fifteen years of training and active executive work with two companies, which grew without check to ten times their volume and earnings when he joined them, during his connection with them.

He has for seven years, worked with special financial interests in the reclamation or reconstruction of companies whose previous management had failed to handle them profitably.

On a thoro knowledge of manufacturing, engineering, buying, advertising and sales promotion, has been built twelve years of active sales management and general management—including some years of supervision (nominally advisory) of the marketing the design and adaptation of the product to the market, advertising, sales programs, policies and administration.

Before and during these years he had at times had the full responsibility for groups of manufacturing plants employing several thousand people—the programs, personnel and expenditures of development staffs of technicians and experts and sales staffs numbering sometimes a hundred or more.

He has grown tired of strictly reclamation work and desires to become a creative member of the staff of a growing industrial concern or a service organization serving in a creative and an advisory capacity a group of industrial companies.

His services may be had almost immediately and at nominal cost until improved conditions increase the return to both the employer and the staff executive.

Address "D.," Box 184, Printers' Ink.

They sharpen pencils fine!

—all razor blades do that. But you don't buy razor blades to sharpen pencils.

KEENO BLADES

Keep you wondering whether there's anything under the lather.

Try them. —

Unfortunately you can't try Keeno Blades, for they're not made. But you can get in touch with a man who is keen for copy.

Copy, layout and contact experience with agency and manufacturer.

L. O. DEMOTT

332 Lookout Avenue
Hackensack, N. J.

Printing Salesman Wanted

A prominent New York printing organization is prepared to give fullest co-operation to a proven sales producer who has established contacts with advertisers requiring large runs of quality printing.

We have ample equipment and facilities and enjoy an excellent reputation for doing high-quality color work. We will pay a decidedly worthwhile salary and offer the right man a real opportunity for increased income and assured permanent growth.

If you are contemplating a change for 1928, write us, in confidence, about yourself. Tell us how much business you personally did in 1927 and give us any other information you think we should have.

**Confidential, Box 186
Care of Printers' Ink.**

symbols, not unlike Greek or Phenician letters, each symbol set in a triangle.

The symbols are repeated in the copy, which is arranged in paragraphs, set in narrow measure, with a symbol standing in the margin before each paragraph. These symbols are pure inventions, devised by the artist for this special purpose. The general effect on the advertisement is to give it a very odd and bizarre look which has the merit of attracting attention to it immediately. Above the picture of the building there is a caption reading, "Renting nearly completed—these exceptional units are still available." The impulse to look at the locations marked by the symbols on the picture of the building, and to look for the explanation of the symbol in the copy, is irresistible. One particular virtue of the advertisement is the specific manner in which it describes each location and suggests the sort of business firm that might find it suitable and advantageous.

It is interesting to note that throughout the campaign, which, by the way, will continue until all space in the building is rented, every possible sales argument is used which might appeal to prospective tenants. These are accessibility (easy to get to), location (easy to get to other places from), transportation facilities, light, air, conveniences (building service), utility of office space, intelligent management, character of other tenants, moderate rentals, and elevator service (nights and Sundays). The most effective of all these appeals has been light.

Death of Willy G. Sesser

Willy G. Sesser, art director of Walker & Company, Detroit, outdoor advertising, died at that city on December 8. He was born at Vienna, Austria, and had been engaged in advertising work, both at New York and Detroit, for many years.

E. C. Barrows, Secretary, Rolfe C. Spinning Agency

Elon C. Barrows, for the last two years production manager and contact man of Rolfe C. Spinning, Incorporated, Detroit advertising agency, has been made secretary of the company.

Copy Writer Wanted

Who

- 1—Knows good English and can write it.
- 2—Has ideas and can express them.
- 3—Understands the fundamentals of good advertising.
- 4—Is old enough to have done some worth-while copy.
- 5—Is young enough to have a long career ahead.
- 6—Hasn't reached the top because of lack of time or opportunity—not lack of ability.
- 7—Is experienced in food advertising (preferably).
- 8—Has a good job that he can keep as long as he wants it.
- 9—Wants a job where there is abundant opportunity to prove ability and get recognition and compensation in keeping with character of work done.

THERE'S a good job in St. Louis waiting for just such a copy writer—but it won't wait long. If you want the job and are certain you can fill it, write at once. State full experience, full history and salary wanted. Do not submit samples until called for, but say what good advertising you have written. All applications will be treated as confidential.

Address "L," Box 189
Printers' Ink

bad to be in the penitentiary on a forgiving day

"Substantial Prosperity."

"With Nebraska's wheat running 75 million bushels compared with 40 million bushels last year; your corn, 232 million bushels compared with 139 million in 1926, and corresponding increases in oats, barley, rye, hay, sugar beets and apples, all well above the five-year average for this state, you should see definite assurance of substantial prosperity."

Thus D. J. Woodlock of St. Louis, manager-treasurer of the National Retail Credit association, addressing the district conference of the association in Omaha.

The figures are even more impressive when reduced to dollars and cents.

On the basis of yesterday's Omaha prices Nebraska's wheat crop was worth 54 million dollars in 1926, and 97 million dollars in 1927.

Its corn crop was worth 101 million dollars in 1926, and 223 million dollars in 1927.

The combined value of these two crops, on this same basis, was 155 million dollars in 1926, and 320 million dollars in 1927. The increase is 165 million dollars, more than doubling last year's figure.

Substantial Prosperity in Nebraska!

Prosperity IS substantial in Nebraska. Business looks better in the coming year than it has for several seasons. Rural Nebraska, representing 69% of the total population of the state, has enjoyed the greatest agricultural year in history. A record wheat crop and a corn yield twice that of last year, with increased crops of other farm products, have given this territory unusual buying power.

Increase your activity in Nebraska. Sell your merchandise through Nebraska's farm paper, The Nebraska Farmer. By using it you broadcast your message to three out of every four farm homes in the state, and to over 105,000 families weekly. An almost complete coverage through ONE medium at ONE cost.

THE NEBRASKA FARMER

Nebraska's Farm Paper

SAM R. McKELVIE, Publisher, Lincoln, Nebraska

WALLACE C. RICHARDSON, INC.
250 Park Avenue, New York

STANDARD FARM PAPERS, INC.
307 No. Michigan Ave., Chicago
EDW. S. TOWNSEND, 822 Kohl Bldg., San Francisco

Nebraska Member Standard Farm Paper Unit

FARM PAPER SUMMARY FOR NOVEMBER

COMMERCIAL ADVERTISING LINEAGE

(Exclusive of house, livestock and classified advertising)

MONTHLIES

| | 1926 | 1927 |
|--------------------------|---------|--------|
| | Lines | Lines |
| Country Gentleman | 69,538 | 52,812 |
| Successful Farming | 29,250 | 27,160 |
| Capper's Farmer | 18,052 | 22,580 |
| Farm Journal | 25,006 | 20,142 |
| California Citrograph .. | 14,664 | 15,590 |
| Farm & Fireside | 26,288 | 15,091 |
| Breeder's Gazette | *26,640 | 14,963 |
| Florida Grower | *27,778 | 14,414 |
| Farm Life | 12,444 | 9,570 |
| The Dairy Farmer | 19,178 | 9,289 |
| American Farming | 9,306 | 9,252 |
| Farm Mechanics | 9,758 | 7,207 |
| American Fruit Grower. | 6,797 | 7,044 |
| Pacific Homestead | 6,597 | 6,891 |
| Better Fruit | 3,127 | 4,063 |
| Am. Produce Grower... | | 3,053 |
| Power Farming | 3,022 | 2,214 |
| Farmers' Home Journal | 3,975 | 1,909* |

Total 295,420 243,244

* Four issues.

† Two issues.

SEMI-MONTHLIES

| | Lines | Lines |
|--|--------|--------|
| Dakota Farmer | 30,162 | 31,729 |
| Okla. Farmer-Stockman.. | 30,603 | 28,252 |
| Hoard's Dairyman | 25,503 | 26,049 |
| Missouri Ruralist | 23,401 | 24,253 |
| Farmst'd Stock & Home | 26,655 | 22,646 |
| Southern Agriculturist.. | 22,869 | 20,948 |
| Montana Farmer | 21,398 | 20,500 |
| Utah Farmer | 14,850 | 18,171 |
| Southern Ruralist | 20,575 | 17,677 |
| Western Farm Life ... | 14,195 | 17,464 |
| The Illinois Farmer.... | 17,328 | 16,084 |
| Mich. Business Farmer | 12,443 | 15,856 |
| Southern Planter | 15,855 | 13,396 |
| S. D. Farmer & Breeder | 6,081 | 8,600 |
| Southern Cultivator & Farming | 9,627 | 6,648 |
| Modern Farming | 5,432 | 6,022 |
| Arkansas Farmer | 6,931 | 5,867 |
| Missouri Farmer | 6,410 | 3,928 |

Total 309,718 304,090

WEEKLIES

(Four Issues)

| | Lines | Lines |
|-----------------------|--------|--------|
| Nebraska Farmer | 46,738 | 45,208 |
| Prairie Farmer | 38,168 | 40,685 |
| Iowa Homestead | 39,983 | 39,738 |
| The Farmer | 44,095 | 37,868 |

WHAT YOU WANT

Here's a real job for a young man who wants to go ahead with a strong and growing national manufacturer. The salary will be a fair one and the opportunity for advancement unusually fine.

WHAT WE WANT

A client of ours seeks a young college man whose ability favors sales promotion, selling and advertising. If you have prepared sales promotion material or written copy—so much the better. Probably the man we want graduated one or two years ago, is a Christian, single, with no home ties that would make it impossible for him to be moved around for a while. We are not looking for a high-gear executive, but for a young man who might be developed into just exactly that.

Please give full particulars and references in your first letter. References will not be consulted until after an interview.

Our client is paying the Vocational Bureau's service fee.

VOCATIONAL BUREAU, Inc.
110 West 40th St., New York City

DIRECTING SALES

BY H. C. BONNEY
Vice-President, Rubero'd Co.

Contains more meat for responsible sales managers than anything else ever written. An executive noted for organizing and promotion ability concentrates upon the fundamental, essential factors of sales management in good sized concerns. Strong chapters on hiring, paying, training, controlling; executive control in advertising; appraising advertising; agency cooperation, etc. Shows how successful methods and systems are built. \$3.00.

Sent on 5 days' approval.
Address Dept. M-211

Write for new, complete catalog of books on advertising and selling. No charge.
THE RONALD PRESS COMPANY
15 East 26th Street, New York, N. Y.

A Gentlewoman of Extraordinary Taste, Cultivation and Family Distinction

will write
advertising
copy to order

It will not be "professional" (at first) and consequently will not oblige high fees.

But it will contain the priceless ingredient of authentic interpretation for the sales appeal in any article of unusual excellence.

Address "E", Box 185,
Printers' Ink
185 Madison Ave.,
New York, N. Y.

FOOD PRODUCTS SALES EXECUTIVE AVAILABLE

For most excellent reasons I am resigning my position as sales manager of a food products concern on December 31st, and I want to make a permanent connection with a high grade and progressive firm only in the same line where my ability will count for big things. My experience is most comprehensive, having covered thoroughly for many years all ends of the business in the national market, namely, jobbers, chain stores, independent retailers as well as having successfully developed salesmen and food brokers on the lines I have represented. There are developments of the biggest order coming through in the food line, and the highest type of executives are needed to "carry on," and I am there to intelligently and forcefully use my well-rounded experience to the best of advantage of the concern with whom I connect. I am 38 years of age, single, and have all the fighting qualities that health, experience and undying ambition and energy can give. My references are of the best. Address

"T.," Box 45, Printers' Ink.

| | Lines | Lines |
|--|---------|---------|
| Wallaces' Farmer | 34,665 | 36,885 |
| Pacific Rural Press | 39,703 | 35,827 |
| Kansas Farmer Mail & Breeze | 30,283 | 35,734 |
| Wisconsin Farmer | 32,697 | 35,156 |
| Ohio Farmer | 30,721 | 34,740 |
| The Farmer's Guide ... | 31,594 | 33,696 |
| Michigan Farmer | 31,149 | 33,404 |
| Farm & Ranch | 36,801 | 33,331 |
| Wisconsin Agriculturist. | 32,775 | 32,390 |
| Rural New Yorker | 35,732 | 31,950 |
| Pennsylvania Farmer .. | 28,287 | 31,471 |
| Washington Farmer | 26,697 | 30,177 |
| Oregon Farmer | 26,042 | 29,699 |
| Progressive Farmer & Farm Woman | 34,562 | 29,365 |
| California Cultivator ... | 34,849 | 29,302 |
| New England Homestead | 34,058 | 27,224 |
| Idaho Farmer | 23,876 | 26,509 |
| American Agriculturist . | 25,941 | 25,876 |
| Ohio Stockman & Farmer | 22,661 | 25,231 |
| Penn. Stockman & Farmer | 25,721 | 24,798 |
| Dairymen's League News | 9,155 | 8,167 |
| Total | 790,953 | 794,431 |

FARM NEWSPAPERS (Five Issues)

| | Lines | Lines |
|--|---------|---------|
| Kansas City Weekly Star* | 29,092 | 41,125 |
| Memphis Weekly Com- mercial Appeal | 18,012 | 19,581 |
| Dallas Semi-Weekly Farm News | *19,924 | *18,724 |
| Atlanta Tri-Weekly Con- stitution | 17,661 | 12,272 |
| Atlanta Tri-Weekly Jour. | 15,459 | 11,807 |
| Total | 100,148 | 103,509 |

* Four issues.

Grand Total1,496,239 1,445,274

(Figures compiled by Advertising
Record Company.)

To Drop "Civil Service" from Instruction Advertising

Through an agreement between the Federal Trade Commission and the proprietor of a course of instruction given by mail, the use of the words, "civil service" to advertise the course which is in no way connected with the Government and without the approval of the Civil Service Commission, has been prohibited.

The promoter of the course has agreed to cease and desist in the use of the words "civil service" in his advertising and also to discontinue representing that examinations given by him open the way to \$1,600 positions in the railway mail service and that the examinations are the same as those given by the Civil Service Commission.

BEGINNING JANUARY 1, 1928

THE S. C. BECKWITH SPECIAL AGENCY

WILL REPRESENT

THE SEATTLE DAILY TIMES

ON THE PACIFIC COAST

In addition to rest of the United States

THOMAS L. EMORY

In Charge

PACIFIC COAST OFFICE

Suite, 1213 RUSS BUILDING

SAN FRANCISCO, California

THE CENTURY PUBLICATIONS

announce the appointment

of

MR. RAYMOND E. LEE

as

Western Representative

400 North Michigan Ave., Chicago

CENTURY · ST. NICHOLAS · AMERICAN GOLFER

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1885 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. Kohn, Manager.

St. Louis Office: 915 Olive Street, A. D. McKinney, Manager.

San Francisco Office: 564 Market Street, M. C. Mogenssen, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor
ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
ALBERT E. HAASE, Associate Editor
BERNARD A. GRIMES, News Editor

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| H. W. Marks | Don Masson |

Rexford Daniels

A. H. Deute, Special Contributor

Chicago: G. A. Nichols
D. M. Hubbard
Frederic W. Read

Washington: James True
London: Thomas Russell

NEW YORK, DECEMBER 15, 1927

Distribution Means Accessibility As Congress reconvenes and the Senators and Representatives take their places in the legislative halls, it is safe to predict that the present high cost of distribution is going to be thrown into the hopper and come up for discussion. It has been said that several individual members, interested in recent books on the subject, intend to offer suggestions of a startling nature.

Bruce Barton's speech, published in full in *PRINTERS' INK* of November 3, answers most convincingly those self-appointed critics who have tried to place upon advertising the blame for rising distribution costs. It may be well to add to his masterly presentation a few other fundamentals and to

reiterate what this publication has so often proved by the case method.

Those articles, which, as Mr. Barton points out, have been made a necessary part of our daily life by advertising, have also been made accessible to all the public. Accessibility and complete distribution are synonymous terms. As Earnest Elmo Calkins said in *PRINTERS' INK*: "It is a mutual arrangement of the highest economic value. Accessibility means the goods within reach of the public that has been taught to depend upon them and which would suffer great inconvenience if it could not now secure them at will, on short notice and at reasonable price."

National distribution or consumer accessibility almost always means national advertising and quantity production. The advertising which the manufacturer of a trade-marked article does to reach consumers and induce them to buy the manufacturer's goods at retail stores, oils the wheels of distribution. There are two commonly used ways for a manufacturer to get retailers to stock his goods so that the public can get them. One is some form of advertising to help the sales force; the other is by means of traveling salesmen without advertising.

It has been proved conclusively time after time that advertising to the retailer and the public cuts down the cost of salesmen's calls by familiarizing the retailer in advance with the merit and service of the merchandise. It costs real money, as it is, to travel salesmen, as any manufacturer will testify. In no case that has ever come to our attention has a manufacturer who uses salesmen without advertising been able to distribute his merchandise as economically as one who used advertising to help his salesmen sell. On the other hand, there are scores of examples to prove that advertising, in certain industries, has enabled manufacturers to dispense altogether with the high cost of traveling a sales force.

Follow advertising one step farther in its relation to consumer knowledge and acceptance. With-

out advertising to the consumer it would not only require a greatly increased selling force to produce an adequate and convenient distribution, but there is also the obvious fact that distribution secured by high-pressure selling alone, lacks the steady flow which results from consumers taking goods off the retailer's shelves. With advertising, the buyer continues to reorder and use goods with which he has been made familiar. Without it, resales from the retailer to his customers frequently depend entirely upon the salesmanship of the retailer and his clerk. No matter how successful a group of high-pressure salesmen might be in stocking a retailer with goods, unless the merchandise moves out into consumer use, making room for others, no real distribution has been secured.

The field is always open to any man who wants to offer to the public complete and adequate accessibility to his goods without spending any money on advertising. How many are trying it on a big scale?

Until a greater number of manufacturers accomplish this public benefit without advertising, printer's ink will continue to be an essential and integral part of economical distribution and half-baked criticisms of its value will continue to fall of their own weight.

Where Shall the Chain Spend Its Profits?

The Women's Club of Topeka, Kans., recently had a "Buy at Home" meeting which took a stand against the mail-order houses on the ground that dealing with them made a profit for out-of-town industries, but said nothing about the chains. One of the club's officers, taken to task by a representative of a retail organization over the failure to pronounce against the Atlantic & Pacific stores, Woolworth, Kresge and others, made this reply:

"It wouldn't do us any good to say anything about these stores. You can't keep women out of such stores merely by appealing to their home-town loyalty."

That remark sizes up the funda-

mental reasons for the success of the chain stores—also for the failure of many local campaigns against them. The main feature of the argument against chain stores, if argument it can be called, is a declaration that the profits are not spent in the town where they are made. Women don't appear to think much of that argument so far as the chains are concerned.

Dr. Paul Nystrom, in discussing this point, suggests that what the chain-store owner does with his net profits is pretty much his own affair. At best, only a small percentage of the consumer's dollar, given to the chain for merchandise, is net profit. A good portion of it is expended for stock and most of the remainder goes to cover the overhead selling cost, which of course must be paid into local channels. Dr. Nystrom properly thinks that "the independent retail store owner would be as quick to resent any suggestion of control over how and where this (net profit) should be spent as the chain-store owner."

In other words, local retail interests base their fight against the chains largely on the thought that consumers have, or should have, the right to dictate to a man how he shall spend, invest or deposit his money after he has made it fairly and squarely. That the view is entirely erroneous and is not getting anywhere is shown by the reaction of the Topeka clubwoman and many others who could be named.

After all, people in general seem to have a fairly accurate sense of advertising values. They may not go so far as to tag the spurious appeal by its proper name. But it goes over their heads. They are not affected by it. And this means substantially the same thing.

Henry Ford, Teacher of Advertising

Once an avowed unbeliever in advertising on the alleged ground that it was an economic waste, Henry Ford now steps forward as a teacher and an exemplar of the right way to use advertising. When

Mr. Ford a couple of years ago entered upon a huge campaign in behalf of his old Model T and then suddenly dropped it all, he was subjected to considerable cynical criticism. This was more or less natural, inasmuch as Mr. Ford had made no secret of his aversion to advertising.

But, looking from the perspective of the present, it now seems to us that he did a proper and wise thing in quitting advertising at that time. His action was right because, relatively speaking, he had nothing to sell. The old Model T had run its course; it belonged to another day. We seriously question whether even Mr. Ford, with his hundreds of millions, could have bought enough advertising to put the Model T back in the lead. And even if, by sheer size and force of advertising volume this could have been accomplished, the Ford Motor Company would have done nothing but save its pride. It could not possibly have made a profit; its net losses would have been enormous.

Mr. Ford, with the utmost keen judgment and good sense, apparently concluded that the first thing necessary to make an advertising campaign successful is to have something to sell. There is nothing new about this. Nevertheless, it is a principle that often is overlooked or minimized. He stopped all his advertising; likewise all his manufacturing. He built an entirely new automobile which he thinks is going to meet or pass the modern conception of what a moderate-price motor car should be. Having it, he now starts out with what seems to be an initial yearly advertising investment of \$10,000,000. Our information is that he expects to carry out his program consistently over a period of years, investing as many millions as may be needed to do the job.

Henry Ford unquestionably is giving the country its greatest and most spectacular lesson in the theory and practice of thoroughly good merchandising. He learned the lesson by bitter experience; nobody taught it to him. It is not ungenerous to suggest here, how-

ever, that the huge cost of this lesson to Mr. Ford was unnecessary. The principle had been established even before he started making motor cars—when he was a poorly paid mechanic in Detroit, having only a vision. We have heard it estimated that the losses to the Ford organization from the time the business began to slip, through the period of its shut-down and until its resumption on December 1, will total perhaps three hundred million dollars. He could have saved all this if he had let his car grow with the times and had steadily built up an advertising structure. Radical changes made all at once, are costly.

Quite likely Mr. Ford is not losing any sleep over these lost millions; he has plenty left. Presumably he will recoup all his losses and more. But the point is that he might just as well have that much more money now.

Advertisers in general could well afford to profit from Henry Ford's experience to the extent of telling themselves the truthful answer to this question: "Have I, after all, got anything that I have a right to expect to sell?" If they haven't, why should they advertise?

H. B. Crohn Joins W. B. Ziff Company

Howard B. Crohn, has been appointed Southern manager for the W. B. Ziff Company, publishers' representative, and its subsidiary, the Middle Class Group, Inc. Mr. Crohn, who will make his headquarters at Atlanta, was formerly with the Memphis, Tenn., *Commercial Appeal*.

New Account to Russell H. Spoor

The Lange Company, Depere, Wis., toilet preparations, extracts, household specialties, etc., has placed its advertising account with The Russell H. Spoor Company, Appleton, Wis., advertising. Farm papers and mail-order advertising will be used.

Chicago "Evening American" Appoints James Pease

James Pease, formerly of the copy staff of the McJunkin Advertising Company, Chicago, has been appointed promotion manager of the Chicago *Evening American*.

Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel

40 EAST 34TH STREET

New York

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SUPER-
LATIVE SERVICE TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.

Western Electric Co.

The T. A. Snider Preserve Co.

Loose-Wiles Biscuit Co.

Graybar Electric Company

Association of American Soap
and Glycerine Producers

Eastman Kodak Company
(Brownie Cameras)

The Ansonia Clock Co.

“NOT HOW MUCH, BUT HOW WELL”

Advertising Club News

Orlando Club Plans Course for Retail Merchants

The Advertising Club of Orlando and Orange County, Orlando, Fla., has started an eight-week course in retail advertising to which all merchants of Central Florida have been invited. The lectures and discussions are being given as part of the regular weekly programs and there is no charge for the course.

A list of the subjects to be taken up includes the following: Why, when and how retail stores should advertise; house organs for retailers; direct mail, window display, the place of newspapers in retail advertising, and spasmodic versus continuous advertising.

The program calls for the discussion of three subjects each meeting, each speaker to talk for a seven-minute period which is to be followed by an eight-minute discussion. All lectures will be produced in processed form and copies distributed to every one in attendance.

* * *

Women Urged to Promote Understanding of Advertising

At a recent meeting of the Women's Advertising Club of Chicago, Walter A. Strong, publisher of the Chicago *Daily News*, urged that women in advertising take an active part in understanding and promulgating the work of the Bureau of Research and Education of the International Advertising Association.

"You to whom the future of advertising is also your future, must help to promote a general understanding of the real economic value of advertising," he said. "Truth in Advertising has had its place and still does, but it is even more important that we now definitely and finally established the economic status of advertising."

Mr. Strong claimed that women, in comparison to the part they actually play in business, are too modest and pointed out that a large percentage of the stockholders in many of the largest corporations are women.

* * *

Continental Advertising Association to Meet in May

The Continental Advertising Association, which is the Seventeenth District of the International Advertising Association, will hold its first annual meeting at Paris from May 22 to 27. Following the convention, officers and delegates will make a trip to Cologne, to visit the International Press Exhibition.

* * *

Toledo Club Appoints T. H. Sewell

T. H. Sewell has been appointed chairman of the convention committee of the Advertising Club of Toledo, Ohio, for the Fifth District convention to be held at Grand Rapids, Mich.

D. J. Benoliel Heads Eastern Industrial Advertisers

D. J. Benoliel, of the International Chemical Company, was elected president of the Eastern Industrial Advertisers' Association, at its annual meeting held last week at Philadelphia. The new vice-president is H. F. Marshall, of Warren, Webster & Company; A. M. Robinson, of the J. G. Brill Company, is treasurer, and C. G. Norton, secretary.

Professor Whitaker, of the merchandising department of the University of Pennsylvania, submitted a plan for a co-operative course for the association.

The following were elected directors: N. S. Greensfelder, Hercules Powder Company, Wilmington, Del., the retiring president; Anson B. Harvey, J. E. Rhoads & Sons; Herman Kimble, Kimble Glass Company, Vineland, N. J.; Warren J. Chandler, Lehigh Portland Cement Company; S. E. Linderman, United States Cast Iron Pipe Company; F. C. Weber, Keasbey & Mattison Company, and Mr. Savin.

* * *

Explains Virginia's 1928 Advertising to Richmond Club

An appropriation of \$100,000, placed in the Virginia State budget by Governor Harry Flood Byrd, together with a balance remaining from the 1926 program, will be available to the Virginia Conservation and Development Commission to advertise Virginia nationally in 1928. Elmer O. Fippen, executive secretary of the Commission, told the Richmond Advertising Club, at a recent meeting.

Mr. Fippen declared that the policy would be to bring tourists to Virginia and that after their arrival in the State, an endeavor to win them over to Virginia as a home would prove much more effective. Newspapers and outdoor advertising will be among the mediums to be used in this advertising.

* * *

Questionnaire for Toledo Club Members

The Toledo, Ohio, Advertising Club has sent a questionnaire to all of its members in an attempt to find out what particularly interests each individual. The program policy will be prepared in accordance with the wishes of the members as expressed in the questionnaires.

* * *

Club Formed at Havana, Cuba

An advertising club has been formed at Havana, Cuba, known as the Association de Agencias de Anuncios de Cuba. Francisco Rubio is president of the club and Luis Aragon is secretary. The club is planning to affiliate with the International Advertising Association.

Teachers of Advertising and Marketing to Meet

THE program for the series of meetings of the National Association of Teachers of Marketing and Advertising, to be held at Washington, D. C., from December 27 to 29, has been completed. These meetings will be held jointly with the American Economic Association and the American Association of Collegiate Schools of Business.

The program committee includes H. H. Maynard, Ohio State University, chairman; F. R. Cawli, University of Pennsylvania, and R. S. Vaile, University of Minnesota. C. E. Griffin has planned the American Economic Association round table meeting.

The program follows:

December 27, morning: American Economic Association round table, Hotel Washington. Subject: "Recent Developments in Distribution." "Hand-to-Mouth Buying, Its Causes and Effects," Dr. Fred E. Clark, professor of economics and marketing, School of Commerce, Northwestern University; "The Present Status of Wholesaling," Dr. Melvin T. Copeland, professor of marketing, Graduate School of Business Administration, Harvard University; and "The Present Status and Future Prospects of Chains of Department Stores," E. A. Filene, president, William Filene's Sons' Company, Boston.

December 28, morning: Joint meeting of the American Economic Association and the American Association of Collegiate Schools of Business, Hotel Washington. Subject: "The Relationship between Schools of Business and Departments of Economics," Dean Ralph E. Heilman, Northwestern University, chairman.

Afternoon: Principal session of the National Association of Teachers of Marketing and Advertising, Frederic A. Russell, University of Illinois, presiding. "Problems of the First Course in Advertising," discussed by J. H. Cover, University of Pittsburgh, N. H. Borden, Harvard Graduate School of Business and G. B. Hotchkiss, New York University. "The Relation of the Research Program of the International Advertising Association to the Teachers of Marketing and Advertising," N. W. Barnes, director of research, International Advertising Association.

December 29, morning: Joint meeting of the National Association of Teachers of Marketing and Advertising, American Association of Collegiate Schools of Business, and the American Association of University Instructors in Accounting, Hotel Harrington.

Correspondence Executives Form Club

The Correspondence Executives Club has been organized at Chicago by a number of correspondence supervisors, to study and promote the scientific management of business correspondence. One of the main things the new group will attempt is the establishment of some authority to back up the supervisor in his work.

J. B. Blanton, correspondence supervisor of the Jewel Tea Company, Inc., is president of the club. F. H. Roy, who holds a similar position with the U. S. Gypsum Company, is vice-president; J. S. Kavanaugh, manager of the transcribing department, La Salle Extension University, is secretary, and F. H. Bradshaw, manager mail service, Thompson, Ross & Company, is treasurer.

Remington Rand Business Service Appoints C. D. Proctor

Carl D. Proctor has been appointed advertising manager of the Remington Rand Business Service, Incorporated, New York, recently organized selling company for Remington Rand, Inc.

George P. Wigginton has been made vice-president and assistant general manager of the same company. He was formerly president of the Kalamazoo Loose Leaf Binder Company, which was merged with the Remington Rand Company.

Edward Gans, Publisher, Fall River "Globe"

Edward Gans has been made publisher and general manager of the Fall River, Mass., *Daily Globe*. He formerly held a similar position with the Fall River *Herald News*. John P. Riley, who has been advertising manager of the *Herald News*, has been named advertising director and assistant to the publisher of the *Globe*.

Appointed by "The Delicatessen Merchant"

Mabel A. Caldwell and Gertrude L. Caldwell have been appointed Pacific Coast representatives of *The Delicatessen Merchant*, New York, with headquarters at San Francisco.

J. A. Bliss has been added to the New York advertising staff. He was recently advertising manager of John Baumgarth & Company, Chicago.

New Accounts for Cutajar & Provost

The Lustrite Corporation, Brooklyn, N. Y., maker of Lustrite manicure preparations, and Chas. W. Wolf, New York, luggage dealer, have placed their advertising accounts with Cutajar & Provost, Inc., New York advertising agency. Newspapers will be used for both accounts.

The Little Schoolmaster's Classroom

THE Schoolmaster was recently given the details of one of the latest ideas a progressive manufacturer devised for the purpose of tying up his product with the lines of other leading manufacturers of allied products in such a way that each of them can use the other's retailers as outlets.

G. M. F. Irvine, vice-president of the Old Bleach Linen Company, outlines the idea, which can be adapted very easily by concerns in various fields.

"We had noticed," Mr. Irvine tells the Schoolmaster, "that the retailer likes to hear a story about the merchandise he handles, a story which he can relate to his customer. And we felt that our linen tablecloths and napkins could be made the center of a good story if we could somehow tie them in with other high-grade products.

"Our first thought, naturally enough, was table wear, and I went first to my friend, Josiah Wedgwood, with the suggestion that he allow me to make some cloths after one or two of his widely known chinaware patterns. He was agreeable to this. So I then asked Lenox, Incorporated, if I might do the same with its patterns, and the president of this company also was glad to give his full permission.

"Accordingly, our company designed several cloths and on each one placed a name, such as 'Wedgwood Edme' and 'Lenox Autumn,' which was the Wedgwood or Lenox name of the pattern.

"We then took the cloths to retailers, telling them that these designs were reproductions of prominent patterns of leading chinaware manufacturers and were meant to be used with these popular products. We pointed out how the dealer could tell this story to the consumer so as to interest the purchaser of tablecloths in the china after which they were patterned, and vice versa.

"The idea proved very successful, some of the best stores in the

country even going so far as to move their china and their tablecloth sections into close proximity in order to take greatest advantage of their close alliance.

"The idea further worked out by enabling us to go to Wedgwood and Lenox dealers with a story that quickly gained entree for our merchandise in these stores, and it also worked to the benefit of Wedgwood and Lenox by giving their salesmen a story to tell Old Bleach dealers about why they should tie up with chinaware.

"Altogether the plan has proved so satisfactory to all of us that we are carrying it into glassware and silverware as well."

* * *

Too many advertisements in engineering publications carry illustrations of smoke-emitting chimneys, in the opinion of a correspondent of *Power*. His criticism is made known to the Class by Irving Fellner, manager of that publication, who thought it might convey a helpful hint to advertising artists.

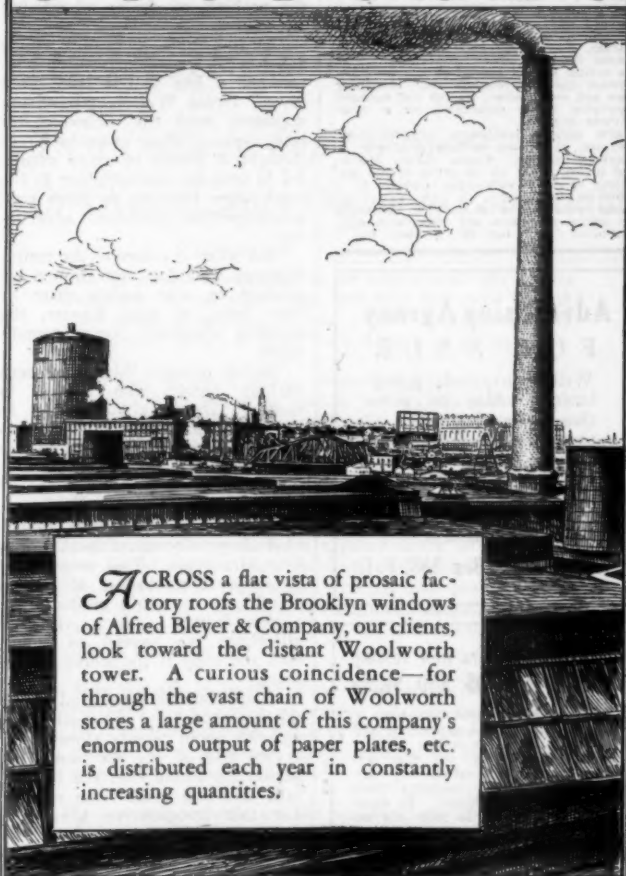
The observation is made that, once upon a time, volumes of smoke shown emerging from a factory chimney may have suggested bustling activity and prosperity to the general layman. But times have changed and the modern tendency is toward smoke control both to prevent air pollution in thickly populated districts and as a result of the effort to obtain better combustion to conserve natural resources.

It is recommended that advertisers and artists keep this fact in mind so that their conceptions of plant activities may more truly reflect present conditions. In fact, the correspondent of *Power* goes even further and states that the time has come to eliminate smoking chimneys from all industrial copy.

* * *

Julius Kayser & Company tried an interesting experiment this

O U T L O O K S



*A*CROSS a flat vista of prosaic factory roofs the Brooklyn windows of Alfred Bleyer & Company, our clients, look toward the distant Woolworth tower. A curious coincidence—for through the vast chain of Woolworth stores a large amount of this company's enormous output of paper plates, etc. is distributed each year in constantly increasing quantities.

CHURCHILL-HALL

I N C O R P O R A T E D

H. B. LE QUATTE, *President*50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

I Want a Job

with a congenial and progressive organization. I've had very varied experience in advertising, publishing, and sales-promotion work in Chicago, New York, and in traveling the Western States.

I've written a great amount of copy for many different kinds of products; sold advertising space and merchandise; created and managed advertising service department for a group of trade journals.

I offer ability, intelligence, integrity, common sense, and sound business experience. American. Gentle. Single. Active and in good health. Over 35—in prime of life and willing to start with right concern at a modest salary.

Please write outline of the job for which you desire a capable and dependable man. Address "E.," Box 187, Printers' Ink

Advertising Agency FOR SALE

Well equipped, going business. May be purchased outright or a partnership might be arranged. Opportunity for one or more young men who have a few accounts and are anxious to own their own business.

Address "J," Box 188, P. I.

Salesmen who are now selling DISPLAY STANDS AND SIGNS

We have a few territories open to those who have had experience and who at present are selling Display Stands and Signs, but who feel they have not a satisfactory connection for these products made of Lithographed Metal. To those who qualify we also offer our nationally known line of Etched and Embossed Metal Calendars and Advertising Specialties. Write giving us full details as to your selling experience and territory covered.

Address "O.," Box 42, Printers' Ink.

Don't miss Annual Number

WESTERN ADVERTISING

564 MARKET ST., SAN FRANCISCO

Contains directories 2000 western advertisers, list of agencies, artists, house organs, and other data. 230 pp. Sent as part 6 mos. trial subs. \$1; year, \$2

year which will interest the Class because it throws a clear light on the problem of dealer advertising allowances.

"As you know, allowances originated with the manufacturer who confined a line to one store in a town," Grace Walton, advertising manager, told the Schoolmaster last week. "These manufacturers thought it would be more resultful to give an appropriation to the local store than to do their own newspaper or periodical advertising.

"But when it comes to the manufacturer who does not confine his product or who makes three or four lines, as does Kayser, the problem becomes very complicated.

"In our concern there have been various people who believe in making these allowances. In February, 1927, we set out to settle the controversy once and for all.

"We first set aside—out of our national advertising appropriation, mind you—quite a few thousands of dollars to be spent locally on a fifty-fifty basis. This money was to go to stores to use within six months on a certain product with a new feature. Along with this allowance we agreed to supply cuts and copy if the stores wanted them.

"Many buyers were glad to get the allowance, and we quickly tied up with about twenty stores. But at the end of the six-month test period we found that the total of bills that had come from retailers for this co-operative advertising was only \$235!

"What had happened was this. Though buyers had liked the idea of getting such help from the manufacturer, the stores' advertising and merchandising managers did not, for high-grade retailers today handle advertising appropriations on the same carefully planned lines used by leading manufacturers. No single department can step in and throw the appropriation and lineage all off schedule merely because that department thinks it is getting something for nothing.

An Invitation:

To a Creative Copy Writer—

Or To an Agency Owner to Consolidate

An invitation is extended to an experienced advertising man who *knows* good copy, and who can *write* it with the spark of genius, to join a well established, fully recognized A.A.A.A. New York Agency as partner.

The man to whom this is directed is a Christian gentleman of high character and is writing *successful* copy *now*. He is ambitious to influence accounts by creating extraordinarily good advertising, and is interested in a real business opportunity.

Perhaps this man is the owner of a small agency, but is not developing as rapidly as he deserves, because too much time is taken from creative work to carry the burden of contact, plan, solicitation, details, finance, etc. He is invited to consolidate with us, take over the creative end of the business, and help us expand this profitable, medium-sized agency into one of the most outstanding in the country.

This Agency is serving some well-known National advertisers and enjoys a reputation for high-grade service. Its development is the result of service, rather than solicitation. The principals are Christians of long experience and recognized ability.

Vest-pocket accounts are not welcome, and it is not the desire of this agency to absorb some executive's accounts. Capital is not sought. It is the *man* and his *experience* and *ability* that are wanted. His income will be limited only by his capacity. He can secure a substantial partnership and have every assurance of a happy and prosperous future.

Our staff knows of this advertisement. Please write fully; through your bank or attorney if you prefer. Every confidence will be respected. Address "Q," Box 43 c/o Printers' Ink.

A man

preferably between 28 and 35 years of age with sales experience and familiar with direct mail advertising. One who can create and develop basic selling ideas and sell them either through direct mail or personal salesmanship. We are one of the largest manufacturers of a varied line of specialized Metal Products located ninety miles from New York. We offer a splendid opportunity for a man who is willing to work. Write us fully, giving complete business experience.

Address "M.," Box 40,
Printers' Ink.

Young Man Wants a Hard Job

He is a university graduate, 26, who is now an assistant to a sales manager. He has untangled knotty merchandising problems . . . written effective direct mail copy . . . and on the firing line he has brought down sales assisted by his own advertising ammunition.

He possesses a vigorous personality and a keen, penetrating type of mind, supplemented by common sense.

Liquidation of his present organization makes him available January 1st.

Address "R.," Box 44, P. I.

Golfdom

THE BUSINESS JOURNAL OF GOLF
100% controlled circulation each month to the President, Manager, Greenskeeper, man, Greenkeeper and Pro of the 5,000 clubs where golf is played in America.
236 N. CLARK ST., CHICAGO



**Howell
Cuts** 
for housewives
direct mail and
other advertising
ask for proofs
Charles E. Howell, Fish Building, New York

"Too, our allowance plan did not increase or decrease the retailer's normal advertising of our products, which further showed us that the local store knows what is proper to spend and will not let itself be lured or forced into spending more than it thinks wise.

"From our point of view, this allowance scheme took \$10,000, \$15,000, \$20,000—whatever sum you wish to name—away from our regular national magazine and newspaper advertising. For six months it was money doing nothing. This meant that during the test period all Kayser products were out a very considerable amount of advertising."

* * *

The Schoolmaster observes, among other things, a headlong tendency, especially on the part of an advertiser's competitors, to confuse untruthfulness and misrepresentation with advertising statements that are merely intended to challenge belief.

"Suppose your wife," writes a Class member from San Francisco, "had seen the Valspar advertisement you refer to in the Classroom of October 27, and had sent 20 cents to the company for enough Valspar to refinish a chair, as described in that advertisement, what would she have said when she learned that the smallest container obtainable, a half pint, would cost her 65 cents? I hardly see where our old friend, 'Old Man Specific,' was working at such a high rate of efficiency after all."

The advertisement in question is one which caused the Schoolmaster to descant on the virtues of being specific in the advertising of such things as household articles, particularly so far as quoting prices is concerned. There were illustrated in this advertisement six uses of Valspar, each captioned with a price, such as "20 cents for a sample can of Valspar-Enamel will triple the value of an old chair." But the San Francisco Class member did not note a coupon in the right-hand lower corner of the advertisement which read in part as follows: "I enclose dealer's name and stamps—20 cents for each 40-cent sample can of

VICE-PRESIDENT WANTED

There is a company a few miles out of New York which leads the world in its line of business. Although it is an old company, it has grown and is growing, in a field of increasing opportunity. It has been a pioneer in research. Its consumer good-will is not surpassed by that of any concern in the country.

A man is needed to take charge of all of its marketing activities. For a year, perhaps, he will have to busy himself in studying, and in earning the right to leadership over the able junior executives who are now at the head of the sales force.

During this learning and earning probation he will have to be content with a salary of \$20,000 to \$25,000 a year, but just as soon as he proves himself he will be made vice-president in charge of marketing.

Obviously, much more is expected of this man than merely to be manager of salesmen. The functions of merchandise manager will be included within the scope of his work.

This man must have a clear conception of modern marketing as a science. Yet he must be strictly practical in the application of modern principles. His past record must prove this. No man is likely to be chosen unless he has a successful record in the marketing of goods to the consumer through a delicate and complex sales mechanism.

This man will be youthful in vision, mature in judgment, and a born leader of men.

Please write us in detail about your experience. We should prefer not to be approached in the first instance by telephone or in person.

COWAN, DEMPSEY & DENGLE

25 West 45th Street

New York City

Man with sales and merchandising experience

who has the ability to create display ideas in the form of Metal Stands and Signs. We need a man who is thoroughly enthused over the tremendous possibilities of tying up the merchandising and advertising of national advertisers with dealer display material. We are one of the largest companies of our kind located ninety miles from New York. Write, giving your complete business experience.

Address "N.," Box 41,
Printers' Ink.

Sales Manager

Christian. Age 38. Married. Present connection 10 years with old-established soap and chemical manufacturer rated A1.

Thoroughly acquainted with chain stores, jobbers, drug, grocery, department stores.

Present salary \$7200.00.

Eastern connection preferred.

Box 678, Hotel Hollenden,
Cleveland, Ohio

TO THE MANUFACTURER WHO WANTS SALES BY MAIL

I'll organize and manage mail-order department, write copy, prepare layouts—get results or get out! Salary, \$8,000. "A," Box 181, Printers' Ink.

MANUFACTURER'S REPRESENTATIVE

Basic changes limit future in my present business. I want to get in touch with a reliable manufacturer who needs high-class representation in New York or New Jersey. Will handle good line on commission and finance office. Twelve years' selling experience, including four as District Manager, and ten years as accountant and executive. Financially responsible. M., Room 503, 114 Liberty St., New York.

colors specified at right." Failure on the Schoolmaster's part to quote the coupon in full was doubtless responsible in some measure for the Class member's oversight.

The foregoing incident recalls the famous "boiling water test" and the controversies it provoked at the time and for many years after it was first featured in Valspar advertising in 1908. To the Schoolmaster's certain knowledge this claim is even now looked upon by many people with a sort of good-natured indulgence. It no longer causes people to "take pen in hand" and write indignant letters to the advertiser, to publishers and to Congressmen about untruthfulness in advertising. That it occasionally moved people to do this would, in the Schoolmaster's humble opinion, be one sign that it was more valuable in advertising copy than if it had merely caused them to heat up the tea-kettle and make the test for themselves.

A current page advertisement for Valspar is of particular interest to advertising men for one thing, namely, a statement in the copy that the "Valspar boiling water test" while still good and effective advertising, "no longer has the power to startle or to challenge belief—for there's virtually nobody left who doesn't believe that Valspar resists boiling water."

The kind of advertising that "challenges belief"—always remembering that a challenge is a call and not a conquest—is, other things being of equal cogency, good advertising.

* * *

Many a space salesman is embarrassed by hard-boiled space buyers who want to judge a publication by its circulation figures alone—especially those who sell space on "prestige," "influence," etc., rather than on mass coverage.

It seems that the same problem exists in Egypt. There, according to an article, "Journalism Along the Nile" by Pierre Crabités in the December issue of *Asia*, publishers will quote circulation figures and advertising rates to suit the customer.

In Egypt they make no secret of it. How could a space buyer use

a circulation yardstick on a newspaper such as the one Mr. Crabités tells about? "I asked," he says, "one of my editor friends one day what his correct figures (circulation) were. We were speaking French and quick as a flash his answer came: '*La presse est une femme.*' I smiled in the stupid way of one who does not know what the other man means. But he only reiterated: '*Oui, la presse est une femme.*' I requested him to explain. He took me by the hand and said: 'It is very clear.' And then he dropped my hand, since he wanted to emphasize his words by a gesture of finality. 'It

is very clear. What her age is to a woman, our circulation is to us. If a woman were to tell you her age, she would lie to you. If I were to tell you what our figures are, I should exaggerate through force of habit.' It was useless to argue."

H. W. Kapherr with William H. Pool Company

Herman W. Kapherr is now manager of the insurance advertising department of the William H. Pool Company, Chicago, insurance advertising. He formerly was with Roberts & Walker, Inc., and has been engaged in insurance advertising work for nine years.

THE LYONS REPUBLICAN

Best known Country Weekly in America

Will Be Sold

I have rounded out 30 years in the country newspaper field as editor and owner of The Lyons Republican. Owing to delicate health and an opportunity to gratify a lifelong ambition in a wider field of literary work, I have concluded to retire from business and will therefore sell The Lyons Republican plant, together with its entire equipment and good-will as soon as a satisfactory purchaser can be found. A great business opportunity for the right man.

In 1926 the paper reached its banner year of its 106 years of prosperous history. Terms of sale must be cash or acceptable securities.

Address Charles H. Betts, Editor,
29 Holley St., Lyons, N. Y.

EXPERIENCE AVAILABLE

SALES MANAGER ACCOUNTING

INDUSTRIAL ENGINEER FINANCING

Executive seeks connection in above capacity, or as assistant to a bigger man. Fifteen years intensive service as sales manager, proprietor, assistant Treasurer, Comptroller.

Good personality, progressive, resourceful, tactful, mature judgment and knows value of economy.

Requires good money. Therefore needs opportunity to produce results.

Christian. 34 years of age. Married. Well Recommended.

ADDRESS "Z," BOX 180, PRINTERS' INK

AN ART DIRECTOR

is available for a publication, agency, or a store

Address "C," Box 183, Printers' Ink

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents

TORONTO

HAMILTON

MONTREAL

LONDON, ENG.

WINNIPEG

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Publishers—Increase Your Profits! Cut your printing bills without lowering your standard—in many instances increase your printing quality. That's our business. We can print any kind of magazine and print it right at the lowest price. Organized and equipped for efficient service. Especially prepared to serve Chicago publishers. Let us tell you how we can serve you. W. F. Huffman Printing Company, Wisconsin Rapids, Wisconsin.

A chance of a lifetime to invest \$3000 or more in a growing concern. Applicant must be familiar in soliciting outdoor advertising. Good earnings on investment. also salary and commission. Box 520, P. I.

Newspaper solicitors or advertising layout men or women make \$25 to \$50 week side money. New invention! The Rulscale—a layout ruler and outfit that "thinks" for you. Sure-fire sales to advertising people. Write for special offer. Rulscale Co., 203 Baum Bldg., Omaha, Nebr.

ARTISTS

Trade Publication desires twelve cover drawings (not decorative designs.) Subject not decided upon. At present seeking only unique art treatments and style. Submit samples, which will be returned. Box 526, Printers' Ink.

WE WANT REPRESENTATIVES

in protected territories outside New England for a collection system selling with unusual success in our section for years. High grade firms are our satisfied clients. You do no collecting—and you can hire your own agents for the selling. A good margin of profits with repeats. You can devote all time or represent us in your spare time. You can employ our methods or your own brains. Capital required five dollars—as it's your interest and energy we want. Get curious.

Commercial Security League
444 Little Building
Boston, Mass.

HELP WANTED

WANTED

High-Class Artist, Letterer and Advertising Designer.

HOWARD-WESSON COMPANY
Worcester, Massachusetts

Advertising Man—Publicity and advertising man for transportation company with headquarters at Montreal. Must be competent to take complete charge of department including house organ. Give experience, references and salary desired. Box 529, Printers' Ink.

PHOTO ENGRAVING SALESMAN WANTED BY A MODERN UP-TO-DATE PLANT. EXCELLENT OPPORTUNITY FOR THE RIGHT MAN. BOX 521, PRINTERS' INK.

ADVERTISING SOLICITOR

Small, progressive agency in metropolitan area. Commission basis. Strong, personal service. Definite leads. Give full information. Box 537, Printers' Ink.

WANTED—Young man with some advertising experience who desires to break into advertising space sales work with established firm of publishers' representatives in New York City. Box 524, Printers' Ink.

Exceptional Opportunity for an editorial man to become connected with a well known international trade publication. Must be thoroughly familiar with French, Spanish, and Portuguese. State age, experience, and salary required. Box 523, Printers' Ink.

Wanted Woman Advertising Solicitor New York City. Small, long established publication now expanding. Salary to start, \$40 a week with future income based only on your own ability. Give details of selling experience. Box 541, care of Printers' Ink.

A CHICAGO ORGANIZATION

of professional sales contest managers, serving banking institutions, requires an additional contact man. Duties: handle meetings of bank employees, make brief sales talks, write daily bulletins, and supervise operations. The man we want is employed, age 30 to 40, adaptable, meets people easily, has had some sales experience, can write sales bulletins, and hold sales meetings. Banking experience unnecessary. Liberal compensation for right man. Describe your business history fully. Box 540, Printers' Ink, Chicago office.

MISCELLANEOUS

FOR RENT

Space in trade-paper publisher's office. Forty-fifth street. Splendid for advertising agency or publisher. Rent Reasonable. Box 528, Printers' Ink.

STAR KEE STEREOTYPING MATS are standard for making stereotyping plates. Instantaneous service. Job size, 12x15; newspaper, 20x24. They are shipped cured, ready for use.

WHITEFIELD PAPER WORKS, INC.
12 Vestry Street, New York City

POSITIONS WANTED

ARTIST WITH IDEAS

New York artist can take one more account. Excels in cartoons; enriches your idea with humorous slants. Also imaginative color work, posters, etc. Box 525, Printers' Ink.

EXPERIENCED MANUFACTURING
Man desires connection with New York publishing firm. Expert in production of technical books, advertising layout, etc. Box 532, Printers' Ink.

Artist—Youngster—I'm ambitious and alert. Full of initiative and ideas; will start at bottom. Experienced secretary in sales and executive connection. Opportunity essential. Thanks. Box 534, P. I.

ARTIST

in a well known art service wishes to make a change. Type of work is dry brush, line and wash. Experienced.
Box 547, Printers' Ink.

Production

man available, 7 years' AAAA agency experience. At present employed. Age 27, married—salary secondary to opportunity. Box 546, Printers' Ink.

TYPOGRAPHER

available Dec. 15th. Box A135, P. I.

ARTIST

ARTIST. EXCELLENT LETTERER, DESIGNER ALL AROUND WISHES POSITION WITH REPUTABLE ESTABLISHMENT. Box 550, P. I.

Adv. Writer

N. Y. agency copy chief for 10 years.
Box 544, Printers' Ink.

Classified Promotion Man—several years experience on one of U. S.' big dailies. Knows selling, copy-writing, service work and layout. Capable of classified management; 24; married. Available Jan. 1st. Box 533, P. I.

COPYWRITER—VISUALIZER

Young man, creative, wishes to change position. Experienced in copy (including technical), layout, typography, modern illustrating, production. \$60 per week. References. Box 522, Printers' Ink.

COPYWRITER

Has worked on publication as assistant editor; 3 years assistant advertising manager; 2 years advertising manager; 29, married; New York only. Box 545, P. I.

A Sales Promotion Manager—College educated, with wide, successful research, merchandising and creative advertising record and experience with large national manufacturing advertiser, can make his services available on reasonably short notice. Highest recommendation will be furnished by present employer. Box 538, Printers' Ink.

COPY AND PRODUCTION MAN
10 years' agency and advertising department experience. Excellent record on large national accounts. Good contact man or department executive, or will consider good job as advertising manager with progressive manufacturing firm. Age 32. Have been earning in excess of \$5000. Finest of references. Box 527, Printers' Ink.

Technical Advertising Manager, twenty years business and sales experience, seven years Advertising Manager. Modest, sincere, available at once. Opportunity ahead of salary. Box 536, P. I.

SALES PROMOTION—sales engineer, research man. Technical education plus 8 years automotive, aviation work in field sales, account development, writing. Broad knowledge domestic, export market. Adept finding new product uses and markets. Box 535, Printers' Ink.

NEW YORK REPRESENTATIVE

A line of merit is sought by seasoned sales manager for New York territory. Commission basis preferred. Offers refined representation and practical sales promotion methods, without bluster.

Box 549, Printers' Ink.

Production Manager

Position as production manager wanted in agency that wishes to avoid complaints on production costs, deliveries, quality. Early twenties, customary salary. Box 542, Printers' Ink.

ARTIST AVAILABLE

Experienced art director and visualizer wishes creative connection with first class agency. Roughs and finishes in all mediums. Work thoroughly modern, original and smart. Opportunity above salary. Box 543, Printers' Ink.

Eastern advertising manager, age 36, now engaged for past five years with well known trade paper, very successful career desires new connection New York territory. Only top notch publication considered. Highest credentials from present employers, advertisers and advertising agencies. Box 551, care of Printers' Ink.

WRITER, 32

WITH EIGHT YEARS OF EDITING AND PUBLISHING experience, is anxious to connect with enterprising trade paper or house organ. Have excellent knowledge of layout, makeup, etc., and can write convincing articles and interviews. At present employed. Box 530, Printers' Ink.

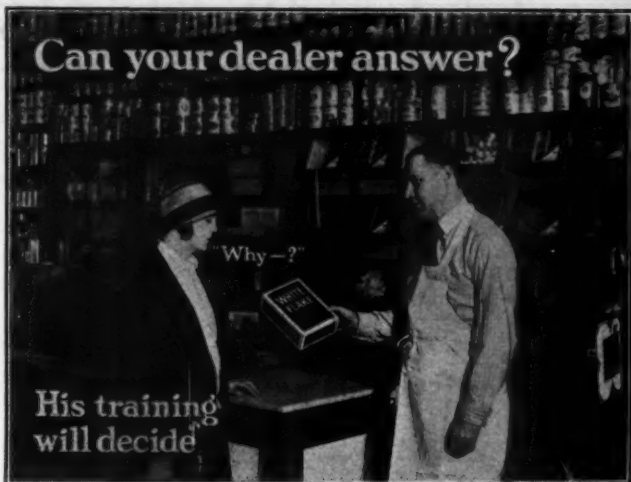
COPY WRITER AND ACCOUNT-EXECUTIVE—seven years preparing and selling advertising, desires employment in the middle west. I have also bought and sold printing, engraving and art. At present employed in the editorial department of a newspaper. University graduate, aged 28. Salary minimum \$65 a week. Available on three weeks notice. Box 531, Printers' Ink.

2 free lance advertising men

1. COPY MAN who has developed from early production stage to copy chief large N.Y. agency. 2. ARTIST who creates with a background of 9 year experience, both men as a team or individually available free lance. G.F. 78 Goodrich St. Long Island City, N.Y.

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Consumer contact at the retail sales point is usually the weakest link in merchandising. Our organization is devoted to improving what happens when the final salesman contacts with the buyer.

We are organized to give whole-hearted assistance to progressive companies that wish to train salesmen by a simple, easy method that saves expense. Ten years' experience in preparing picture material for training purposes has highly developed the skill of this organization in producing lighted pictures of high quality and exceptional effectiveness.

Every picture we have ever produced has helped accomplish the buyer's purpose. Over 150,000 meetings have been held successfully with Jam Handy Picture Service and with our field cooperation throughout the United States.

Jam Handy Picture Service

Newspapers' Film Corp'n

6227 Broadway, Chicago

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